Public Affairs Handbook

(Revised February 2001)

A handbook of public affairs guidance for Senior Journalists and Public Affairs Officers

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NOTICE:

This is an unofficial guide for senior U.S. Navy journalists and public affairs personnel. The information contained within has been submitted by personnel serving in the public affairs field throughout the fleet.

Official public affairs guidance is available in SECNAVINST 5720.44A, Department of the Navy Public Affairs Policy and Regulations, Updated June, 1992

Chapter One

Public Affairs Administrative Issues

In this chapter:

- **Legal Issues: (**Privacy Act and Freedom of Information Act (FOIA)
- **Security Issues**
- **Navy Sponsorship and Endorsement**
- **Command Histories**
- **Key public affairs contacts**
- **Handy reference materials**
  (DOD and DON instructions, directives and notices, and publications)

Legal Issues:

PRIVACY ACT AND FREEDOM OF INFORMATION ACT (FOIA)
Reference: SECNAVINST 5211C
SECNAVINST 5720.42E

Public Affairs Officers need to understand the Privacy Act, which limits the information released concerning personnel. Stories published in base papers or intended for public release must meet this policy. Everyone has a constitutional right to privacy that is not waived simply because someone is in the military or works for the government.

Navy adherence to the Privacy Act is governed by SECNAVINST 5211.5D. The following personal information is releasable and not considered an invasion of personal privacy:

For Civilian Employees:
Name
Present and past grades
Present and past salaries
Present and past duty stations
Office or duty telephone number(s)

For Military Servicemembers:
Name
Rank and date of rank
Gross salary
Present and past duty stations
Future assignments that are officially established
Office or duty telephone number(s)
Source of commission
Promotion sequence number
Awards and decorations
Attendance at professional military schools
Duty status at any given time (active, reserve)

The Freedom of Information Act (FOIA) ensures the public's right to access federal government records. Navy policy on disclosure of records is in SECNAVINST 6720.42C. As issues are complex and definitions change, always consult a Navy lawyer when faced with a FOIA question. Media representatives do not always use FOIA when requesting information. Nevertheless, release any information that would be released if the request was filed under FOIA. "Maximum disclosure under the law" is the best policy.

Photo and news stories about the people in your command is a good way to promote the Navy and the people who serve. All stories and photos for release should first be screened for security issues and the approved for release by the individuals concerned.

U.S. Marines from the 26th Marine Expeditionary Unit (MEU) board a waiting CH-53E *Sea Stallion* helicopter to return to the U.S. Navy amphibious assault ship *USS Kearsarge* (LHD-3) operating in the Adriatic Sea in June, 1999.
U.S. Navy photo by Chief Warrant Officer Seth Rossman, USMC. (Navy Photo File)

Security Issues:

Classified information must always be protected. If a reporter or photographer has been given wrongful access, the PAO must ask the reporter or photographer to delete the material. If the media representative refuses, transmit a message to the fleet CINC advising of the problem and then allow the reporter to release the message.

Review all information for public release to ensure it does not contain classified information or sensitive, unclassified information! This review will also ensure that it conforms to command policy. It is always better to be safe than sorry. Review information if it falls into one of these categories:

- Test and evaluation information
- Proprietary information
- Information that might endanger personnel (names, addresses)
- Contract negotiation
- Military justice matters
- Investigations
- Hospitalized and wounded
- Matters of propriety and special circumstances (base closures, claims against the government, etc.)

PAOs should always have appropriate security clearances for access to those operational and administrative matters which affect the command. The expanding presence of the Navy on the Internet has created a new security issue for PAOs: no command information server connected to the Internet should contain classified, unclassified sensitive, privacy, or any other information that would allow the recipient to infer any of the above. Security safeguards such as firewalls should always be used in electronic servers connected to publicly-available networks.

On the Scene: A U.S. Navy Combat Cameraman assigned to the Atlantic Fleet Combat Camera Unit records a Nigerian soldier negotiating the medical obstacle course while training on the range of the Nigerian Army Base in Ibadin, Nigeria. U.S. Navy Photo by PH1 Jim Hampshire.

Command Sponsorship and Endorsement

Before launching into a command-initiated community relations activity, or when reviewing an external request for participation in an event, it's important to know what actions and command relationships are appropriate to ensure it meets proprietary guidelines.

Public visitation to your command is but one example. When promoting this type of event, never use the term "Open House." It implies unrestricted public access and has legal ramifications. Instead, all visitors are guests of the "officer in command." All such events:

- Must be appropriate in scope/type
- Are limited to activities maintaining the dignity of the Navy and Marine Corps
- Must comply with SECNAVINST 5730.2H (Standards of Conduct)

PAOs and Navy personnel must always avoid involvement in activities that might result in or create the appearance of:

- Using a government position for private gain
- Treating any person preferentially
- Impairing government efficiency or economy

- Losing complete independence or impartiality
- Making a government decision outside official channels
- Losing public confidence in the integrity of the government

Refer to the PA REGS, Tables 4-1 to 4-4, for required conditions for a program to be suitable for Navy participation.

COMMAND HISTORIES
Reference: OPNAVINST 5750.12G

As a PAO, you may be required to write an annual command history. Command histories are the only overall yearly account of a command's activities and achievements that's preserved specifically for future use. See OPNAV Instruction 5750.12F for full details.

Command History Requirements:

- Complete them annually; the Naval History Center usually prompts with a message.

- Cover the calendar year. Submit documents by March 1 of the following year.

- Units being decommissioned/deactivated should cover 1 January to date of deactivation.

- Submit a paper copy with a signature on the cover letter, and a 3,5" disk in WordPerfect, WordStar, MS Word, or ASCII code.

- Include the cover letter, command composition and organization, the chronology of events, and the narrative.

- Do not place enclosures or supporting documents on the floppy disk submitted, unless the information is already in computer language.

The command history should reflect the commander's views, analysis of events and the insights behind decisions. Write in clear and concise English with minimal technical jargon.   Histories are to satisfy the command, not necessarily with a public affairs focus. Still, be creative. Think of other ways to use your command history to meet your public affairs objectives (i.e., use raw data for brochures, stories, etc.).

Tips regarding classified information:

- Command histories containing classified data usually will not be higher than SECRET.

- Top secret supplements should be submitted separately.

- Send classified information as a separate enclosure, via secure channels to

Director, Office of Naval Intelligence (ONI-55), 4251 Suitland Road, Washington, DC 20395.

Contact the following Naval Historical Center Branch for guidance on specific command history inputs:

Ships' Histories Branch, Phone: (202) 433-3643 / DSN 288, or Fax: (202) 433-6677.

Aviation History Branch, Phone: (202) 433-4355 / DSN 288.

Operational Archives Branch (for all other operating forces and shore activities), Phone: (202) 433-3224 / DSN 288.

How to Prepare Command Histories By Operating Forces:

Start with command composition and organization. Include mission and organizational structure to include: name of commander, permanent duty station, type and number of aircraft assigned.

Show a complete, accurate chronology of significant events to include:

- Dates of movement, deployments, exercises and operations.

- Changes of command, major organizational changes; operational command shifts.

- New weapons systems or major equipment changes.

- Major command awards.

- Major command problems.

- Unit/detachments embarked or disembarked.

- Major accidents, loss of life, or loss of equipment.

- Homeport changes and all underway periods.

Remember: existing reports on operations or activities may be submitted with the command history to avoid writing long narratives. Some that may be of particular interest:

- Annual, operational, administrative, technical or scientific reports.

- Biography and photograph of commanding officer and executive officer.

- Staff directory and organizational chart.

- Reports of major conferences.

- Major command awards or citations.

- Major command awards and citations.

- Booklets for public and staff orientations.
- Copy of official letters, instructions or messages authorizing disestablishment or redesignation of the command.

Note that the rules for command histories by shore activities differ slightly. See the OPNAV instruction for guidance.

Command histories are centrally housed along with Navy Deck Logs and the document collections at the Navy Historical Center.

Send the documents to:

Director of Naval History
(N09BH)
Washington Navy Yard
901 M Street, SE, Bldg. 57
Washington, DC
20374-5060.

Key Public Affairs Contacts:

The Navy has over 1,000 full-time members of the Team Public Affairs assigned around the world. Seek them out for guidance on public affairs matters. If you have access to the World Wide Web, you can find PAO's by name or command via the Public Affairs on-line locator service located on the Navy Web Site.

Office of the Chief of Naval Information (CHINFO)

Navy Office of Information
Department of the Navy
1200 Navy Pentagon
Washington, D.C. 20350-1200

Naval Message PLAD:
CHINFO WASHINGTON DC//00/02//

E-mail: lastname.firstname@hq.navy.mil

News Desk (OI-2)
Phone: (703) 697-5342 / DSN 227
Fax: (703) 695-5416
Navy Visual News Service (OI-22)
(formerly CHINFO News Photo Division)
Phone: (202) 685-6687 / DSN 325
Fax: (202) 685-6692
E-mail: navynewsphoto@hq.navy.mil

Plans, Policy, Community Relations (OI-5)
Phone: (703) 697-0250
Fax: (703) 695-3478

Fleet, Type and Major Regional Navy Commands:

Atlantic Fleet, Norfolk, VA
Phone: (757) 836-3600 / DSN 836
Fax: (757) 836-3601
Naval Message PLAD: CINCLANTFLT NORFOLK VA//N02P//
E-mail: n02p@clf.navy.mil

Naval Forces Europe, London, UK
Phone: 44-171-514-4251 (DSN 235)
Fax: 44-171-514-4304
Naval Message PLAD: CINCUSNAVEUR LONDON UK//019//
E-mail: cne019@naveur.navy.mil

SECOND Fleet, Norfolk, VA
Phone: (757) 444-2422 / DSN 564
Fax: (757) 445-8615 / DSN 565
Naval Message PLAD: COMSECONDFLT//003//
E-mail: 003@secondflt.navy.mil

SIXTH Fleet, Gaeta, Italy
Phone: 011-39-0771-709-620 / DSN 312
Fax: 011-39-0771-709-003
Naval Message PLAD: COMSIXTHFLT//N02P//
E-mail: c6fpao@c6f.navy.mil

FIFTH Fleet, Bahrain
Phone: 011-973-439-4840 / DSN 318
Fax: 011-97-372-4007
Naval Message PLAD: COMFIFTHFLT//012//
E-mail: pao@cusnc.navy.mil

COMNAVSURFLANT, Norfolk, VA
Phone: (757) 836-3140 / DSN 836
Fax: (757) 836-3275
Naval Message PLAD: COMNAVSURFLANT NORFOLK VA//N02P//
E-mail: pao@cnsl.spear.navy.mil

COMNAVAIRLANT, Norfolk, VA
Phone: (757) 444-3373 / DSN 564
Fax: (757) 444-3374
Naval Message PLAD: COMNAVAIRLANT NORFOLK VA//N02P//
E-mail: merrittrt@exchange.airlant.navy.mil

COMSUBLANT, Norfolk, VA
Phone: (757) 836-1650 / DSN 836
Fax: (757) 836-1355
Naval Message PLAD: COMSUBLANT NORFOLK VA//N02P//
E-mail: n02p@hq.sublant.navy.mil

Naval Region Northeast, Groton, CT
Phone: (860) 694-5681 / DSN 694
Fax: (860) 694-4699
Naval Message PLAD: COMNAVREG NE GROTON CT//XDP//
E-mail: bobross@cner.navy.mil

Naval Region Mid-Atlantic, Norfolk, VA

Phone: (757) 322-2853 / DSN 262
Fax: (757) 445-1953 / DSN 565
Naval Message PLAD: COMNAVREG MIDLANT
NORFOLK VA//00PA//
E-mail: jmandrews@cmar.navy.mil

Naval Region Southeast, Jacksonville, FL

Phone: (904) 542-4032 / DSN 942
Fax: (904) 542-2413
Naval Message PLAD: COMNAVREG SE
JACKSONVILLE FL//N02P//
E-mail: doolingp@jaxm.navy.mil

Fleet Home Town News Center, Norfolk, VA

Phone: (757) 444-4199, ext 329/ DSN 564
Fax: (757) 445-7782 / DSN 565
Naval Message PLAD: FHTNC NORFOLK
VA//00//
E-mail: gmendez@fhtnc.spear.navy.mil

Navy Public Affairs Center, Norfolk, VA

Phone: (757) 444-8331 / DSN 564
Fax: (757) 445-2085 / DSN 565
Naval Message PLAD: NAVPACEN NORFOLK
VA//00//
E-mail: mmccaffrey@force.cnsl.spear.navy.mil

Naval Media Center

Naval Message PLAD: NAVMEDIACEN
WASHINGTON DC//

NAVY BROADCASTING DEPT

Phone: (202) 433-6429 / DSN 288
Fax: (202) 433-6412
E-mail: morris@mediacen.navy.mil

ALL HANDS MAGAZINE

Phone: (202) 433-4171 ./ DSN 288
Fax: (202) 433-4747
E-mail: allhands@mediacen.navy.mil

NAVY/MARINE CORPS NEWS

Phone: (202) 433-6255 / DSN 288
Fax: (202) 433-5788
E-mail: nmcn@mediacen.navy.mil

NAVY WIRE SERVICE/NAVNEWS

Phone: (703) 695-0911 / DSN 225
Fax: (703) 695-5318
E-mail: pubs@mediacen.navy.mil

Navy Offices of Information:

NAVINFO SOUTHWEST, Dallas, TX

Phone: (214) 767-2553
Fax: (214) 767-4792
Naval Message PLAD: NAVINFO SOUWEST
DALLAS TX//
E-mail: navinfo_dal_1@earthlink.net

NAVINFO EAST, New York, NY

Phone: (212) 784-0134
Fax: (212) 784-0139
Naval Message PLAD: NAVINFO EAST NEW
YORK NY//

NAVINFO MIDWEST, Chicago, IL

Phone: (312) 606-0360
Fax: (312) 606-0563
Naval Message PLAD: NAVINFO MIDWEST
CHICAGO IL//
E-mail: navinfo_chi_1@earthlink.net

NAVINFO WEST, Los Angeles, CA

Phone: (310) 235-7481
Fax: (310) 235-7856
Naval Message PLAD: NAVINFO WEST LOS
ANGELES CA//
E-mail: navinfo_la_1@earthlink.net

Miscellaneous:

PROJECT HANDCLASP, San Diego, CA

Phone: (619) 532-1492 / DSN 522
Fax: (619) 532-3280
Naval Message PLAD: DIRECTOR PROJECT
HANDCLASP SAN DIEGO CA//00//

Handy Reference Materials:

SECNAVINST 5720.44A (CH-1):
Department of the Navy Public Affairs
Policy and Regulations

OPNAVINST 5720.2L:
Embarkation in U.S. Navy ships

OPNAVINST 1710.7A
Department of the Navy Social Usage and
Protocol Handbook

OPNAVINST 5290.1A:
Naval Imaging Program (NAVIMP) Policy
and Responsibilities

SECNAVINST 5290.1B:
Naval Imaging Program (NAVIMP)

DODINST 5120.4:
Department of Defense Newspapers,
Magazines and Civilian Enterprise (CE)
Publications

SECNAVINST 5724.3:
Instructions and Policy Concerning Fleet
Home Town News Program

OPNAVINST 3100.6G:
Special Incident Reporting (OPREP 3, Navy
Blue & Unit SITREP) Procedures,
(Chapter 2, Sections X and XI)

CINCLANTFLTINST 5400.2M:
Fleet Regulations, (Chapter 12, Public
Affairs)

OPNAVINST 5726.3C:
Project Handclasp

OPNAVINST 5750.12G:
Command Histories

SECNAVINST 5720.47:
Department of the Navy Policy for Content
of Publicly Accessible World Wide Web
Sites

OPNAV NOTE 5305:
Internal Media Awards

OPNAVINST 5305.7:
Rear Admiral William Thompson Awards
for Excellence in Public Affairs

SECNAVINST 5216.5D:
Department of the Navy Correspondence
Manual

SECNAVINST 5211.5D:
Navy Privacy Act Program

SECNAVINST 5720.42F:
Navy Freedom of Information Act Program

SECNAVINST 1700.10C:
American Forces Radio and Television
Service

DODINST 5120.20R
Management and Operation of American
Forces Radio and Television Service
afis.osd.mil

DODINST 5120.20R, Appendix F
American Forces Radio and Television
Service (AFRTS) Program Materials:
afis.osd.mil

NAVEDTRA 14130:
Journalist Basic (3&2) training manual
(available for download in text format) at:
advancement.cnet.navy.mil/netpdtc

NAVEDTRA 14129:
Journalist Advanced (1&C) training manual
(available for download in text format) at:
advancement.cnet.navy.mil/netpdtc

NAVEDTRA 13086:
Public Affairs Policy and Regulations
correspondence course (available for
download in text format) at:
advancement.cnet.navy.mil/netpdtc

JO ADVANCEMENT HANDBOOK
Training manual / exam preparation
(available for download in text format) at:
advancement.cnet.navy.mil

NOTE: In addition to providing guidelines for
senior journalists and public affairs practitioners in
the Fleet, the Journalist 1&C training manual
includes an appendix section that features step-by-
step guidelines for a host of contingency operations
and special events.

Chapter 2

Community Relations (COMREL)

In this chapter:

- **COMREL Visit Terms**
- **Visits And Embarks (VIP/DVs)**
- **Tips For Escorting DV's**
- **Embarking Foreign Nationals**
- **General Ship Visits**
- **Tiger Cruises**
- **Family Day Cruise Preparation and Planning**
- **Command COMREL Programs**
- **COMREL Notices and Messages**
  {Sample 5050 Notice, Sample Static Display Request Message}
- **Project Handclasp**
  {Sample Project Handclasp Request Message}
- **Navy Ceremonies**

Community Visits:

One major goal of your Public Affairs plan should be positive relations between your command and citizens of the surrounding community. Community Relations, or ComRel, events involve direct contact between your people and people from the community. Here are some useful ComRel terms and definitions you should be familiar with:

OPEN HOUSE. Do not use this term! It implies unrestricted public access and has definite legal ramifications. All visitors are guests of the officer in command.

Community Relations projects can be anything from command visits or tours to community outreach programs like Adopt-A-School or Habitat for Humanity, to participation in local parades and ceremonies. Publicizing command participation in these events is a good way to show the Navy - and the command - care about their communities.

Sailors from the *USS Robert G. Bradley* (DDG-49) paint a school during a community relations project July 19, 1999, in Port-au-Prince, Haiti. The Mayport-based frigate was operating in the Caribbean with the *USS John F. Kennedy* (CV-67) Battle Group and conducting underway training exercises.

U.S. Navy Photo by DC1 (SW) Michael Kelsey.

PUBLIC VISITATION. General public visitation by invitation of the commanding officer. The public is invited to visit certain areas of the ship or installation. Should circumstances warrant (security threat, unruly visitors, etc.) the invitation could be withdrawn.

EDUCATOR ORIENTATION VISIT. Groups of educators escorted by Navy recruiters visiting Navy people, ships and operations. Local news media may ask to cover the visit. If so, make sure their purpose is to cover the EOV, and let the base or TYPE Commander PAO know media is interested.

CONGRESSIONAL VISITS. Visits by members of Congress, Congressional Committee members or their staffs. ALL Congressional visits are coordinated by the Office of Legislative Affairs (OLA) and the Fleet Commander PAO office. A detailed message with protocol and background information will be provided.

EMBARKS AND CRUISES. Embarks of guests should only be conducted within the framework of regularly scheduled operations. Underway operations are not conducted solely to accommodate guests.

GO-NAVY CRUISES. Embarks by Navy enlisted and officer program candidates and persons who are influential in the recruiting process. (PA Regs Article 0405j).

MEDIA EMBARKS. Visitors or embarkation of media representatives on assignment. (PA Regs Article 0306). A full-time PAO or senior enlisted journalist should ESCORT media visits.

SECRETARY OF THE NAVY GUEST CRUISE. Top leaders in the fields of business, industry and education embark in aircraft carriers or other major combatants. Guests invited personally by SECNAV. (PA Regs Article 0405h).

GUEST OF THE NAVY CRUISE. Surface ship embarks by mid-level executives with no previous exposure to the Navy. (PA Regs Article 0405l).

GUEST CRUISES. Embarkation of any civilian guests in Navy ships for Public Affairs purposes fall under the cognizance of SECNAV. Official DoD and Navy guest cruises included.

JOINT CIVILIAN ORIENTATION CONFERENCE (JCOC) VISIT.
A SECDEF-sponsored five-day civilian field trip to the services and Unified or Specified Commands. CHINFO coordinates the Navy phase (usually a visit to an aircraft carrier). (PA Regs Article 0405g).

Port Visits:
Port visits to nations overseas are an excellent means of promoting the United States and the Navy. Planning and preparation is a must for these events. Don't forget to include planning for proper security measures prior to pulling in to port. When properly planned, ship visits can be rewarding to not only the host nation, but also the ship's crew.

USS Kitty Hawk (CV-63) pulls into port in Otaru, Japan in October, 2000. *Kitty Hawk* is the second aircraft carrier to ever visit Otaru and is the Navy's only forward-deployed carrier. U.S. Navy photo by Photographer's Mate Alex C. Witte.

DISTINGUISHED VISITS (DV) VIP TOURS/VISITS. Visits/embarks of VIPs not covered above. Handled by the Chief of Naval Operations (CNO) who provides coordination instructions and reporting requirements.

Visits and Embarks:

The best way for civilians to learn about the Navy is up close and personal. The most desirable means, of course, is to go to sea and witness first-hand the dedicated Sailors and the Navy's high technology.

VIPs/DVs VISITS
Most ships will host Distinguished Visitors (DV) or general visitors both at sea and inport. Requests for these visits are so numerous that most Navy ports have a 'visit ship' program where a selected ship is designated for tours on weekend afternoons and for pre-arranged group tours at other times. These events are very effective for positive community relations and recruiting programs.

Tips For Escorting Distinguished Visitors (DVs):

- Know the names and organizations of the DVs. Prepare DV nametags to ease conversation for the Commanding Officer and department heads.
- Arrange a short greeting with those Sailors from the DV's home state.
- Assign escorts from a pre-selected pool of informed, enthusiastic people conversant about the Navy's mission.
- For safety and conversational ease, have one guide for every seven guests.
- Know if a DV must be piped aboard or if other honors are in order.
- Inform DVs of any cost involved for meals, etc.
- If DV and CO will be exchanging gifts, find out beforehand and reciprocate appropriately.
- Use your DV slots judiciously to reach new opinion leaders. If someone has been embarked in the last five years, use that slot for a different group, club or leader.
- Keep your focus on building broad-based support and awareness of the Navy.

When entering a foreign port, contact a senior PAO or coordinator in the region to learn of any Community Relations/visits of interest. Ask whether you can expect public or media interest in your ship's port visit, and seek public affairs guidance from the regional Public Affairs Officer upon in-chop to a Fleet area of responsibility. If feasible, a visit to the Public Affairs Office is a good idea.

Ship Visits:

Touring U.S. Navy ships can be one of those once-in-a-lifetime experiences for foreign and American citizens. Seeing the Navy in action is a rare treat - and most people leave with a lasting impression of pride for the job today's Navy -and its Sailors - do to promote freedom around the globe.

James Blondo, left, from Bud Lake, N.J., recently won his dream of working on a United States Navy aircraft carrier. Blondo won a contest sponsored by the military and the internet company "Yahoo!" and was flown to *USS Enterprise* (CVN-65) while the ship was undergoing training in the Atlantic. U.S. Navy photo by PH3 Soomer R. Howell.

Tips For Embarking Foreign Nationals Inport Or At Sea:

- When flying foreigners on U.S. Forces aircraft, ensure proper clearances are obtained.

- Brief ship's company and embarked personnel on local customs and traditions.

- Review lessons learned from other ships that have recently visited the port.

- Know the ranks of the foreign military and when honors are to be rendered.

- Have portions of your "Welcome Aboard" packages translated and available.

- Schedule an interpreter if needed. (The AOR PAO may be able to assist.)

- Prepare nametags for visitors to assist the Commanding Officer and others who will meet and greet the guests.

Perhaps the best embarks are the ones spearheaded by the ship:

When deploying for one or two days, consider embarking a small group of civilians.

Invite business, education and community leaders known to officers or crew, such as the school principal of the ship's 'partner in education' or school board members.

When initiating your own embark, send an "Intend to Embark" message.

Questions about public affairs embarks should be referred to a nearby full-time PAO.

Embarking Foreign Nationals:

When the proposed guest is a foreign national, your message should be a "Request to Embark." Information should include, but is not limited, to:

- Guest's full name, position and other information as appropriate (nationality and other background as known about the guest if a foreign national)

- Purpose of visit

- Date/time/duration of visit

- Comments/recommendations regarding proposed visit

- Intended communications points for visit

After Action Reports

After action reports must be submitted 24 hours following any embark or visit by distinguished visitors. Inform operational and administrative chains of command, and include information concerning subject of briefings, areas of special interest, pertinent questions and answers, and other items of interest associated with the visit. Numbered Fleet commanders normally require public affairs feedback in the standard port visit reports.

VIP Visits:
Nothing gets ship's company moving like a VIP visit by foreign dignitaries while portside in a foreign port. Ship CO's take pride in showing their ship and the people who make it work. These visits are also an excellent way to promote the command and the Navy!

Quindao, China, August,2000 --- As Navy Sailors man the rail of the guided missile cruiser *USS Chancellorsville* (CG-62) in port in Quindao, China, the Commander in Chief, Pacific Fleet, Admiral Thomas B. Fargo is escorted by senior members of the People's Liberation Army (PLA). U.S. Navy photo by PH2 Lena Gonzalez.

General Ship Visits:

From a U.S. citizen's standpoint, the Navy has possession of the public's two most valuable commodities: the taxpayers' children and their money. As such, the taxpayer is very interested to find out how both are being managed.

A ship tour is the best tool to tell the Navy story. General visiting occurs as part of a ship's ongoing tour program, conducted routinely with relatively small groups of people at the ship's homeport. Many smaller ships conduct general visiting tours only as part of a rotating naval station tour

program. Larger ships with more personnel and higher public demand may elect a more proactive approach.

Tips For Hosting General Visits:

- Create a simple one-sheet Welcome Aboard pamphlet to distribute to each visitor or offer the existing Welcome Aboard books.

- Write a news release to publicize the tour and the ship's characteristics/ capabilities.

- Inform the ship's crew of upcoming tours, as well as of general tour policy and philosophy, via the Plan of the Day, ship's newspaper, and ship's radio and TV news.

- Establish a simple tour route that highlights a number of interesting areas.

- Ensure the ship has an emergency plan for treating injured visitors.

- Draft a tour instruction to provide specific guidance on the ship's tour program.

- Post large placards informing the visitors that they are guests of the Commanding Officer.

- Ensure the crew is informed of the visit and the purpose of the visit at least a day prior to guest arrival.

- Ensure tour guides/escorts are briefed on the objectives of the visit and are well versed regarding the ship's mission.

- Remind all hands that they are representatives of the Navy and the United States. This is particularly

important when conducting tours/visits by people who have little or no exposure to the Navy.

- When overseas, prepare for foreign visitors by briefing ship's company and embarked personnel on local customs and traditions.

- Ensure availability of ship's store memorabilia for sale.

- Exercise particular care when inviting media aboard in a capacity other than professional. Treat them as media representatives regardless of their status as invited guests.

Tiger Cruises:

Basic information for Tiger Cruises is provided in OPNAV Instruction 5720.2L (Embarkation in U.S. Naval Ships). Although "Tiger Cruise" doesn't appear in the text, the applicable paragraph is 8c (Relatives and Civilian Guest of Naval Personnel).

The instruction states:

- The minimum age for embarkation is eight years.

- Relatives and civilian guest may embark to travel between ports in the U.S. and between the U.S. and Hawaii as long as sea trials or other testing is not going on.

- The duration of the cruise should not exceed direct transit time.

Family Day Cruises Planning and Preparation:

One of the best ways to involve families is a Family Day Cruise. It lets them see the jobs their Sailor performs. A Family Day Cruise normally lasts 8 to 12 hours off the coast of the ship's homeport. As the PAO, you may be responsible for the planning and implementation stages the event. They are:

- *Permission* - The commanding officer is required to get permission by the chain of command via Naval Message. Fleet approval is normally at the Fleet Commander level, however if media or Distinguished Visitors (DVs) have been invited, the approving authority may be the Chief of Naval Operations or Secretary of the Navy. If you are unsure, check with your TYPE Commander PAO. Once the cruise has been approved, it's time to start an aggressive internal publicity program.

- *Invitations* - Mail out four to six weeks beforehand to allow guests ample planning time. The invitation can serve as both admittance and an embarkation pass.

    Include detailed information such as:

- Departure/mooring times
- Meal hours
- Appropriate shoes/clothing
- Parking information
- Phone number and address to nearest Navy Family Service Center or Navy Lodge for out-of-area families and friends who need to make overnight accommodations.

Family members and friends wave to the crew of *USS Harry S. Truman* (CVN-75) at Norfolk Naval Station as the ship departs for her maiden six-month deployment to the Mediterranean Sea and Arabian Gulf, Nov. 28, 2000. U.S. Navy photo by Chief Journalist Robert Benson.

- *Publicize The Event* - PAOs have indicated that families and friends have driven as far as 1,000 miles to participate. You may want to tap into the ship's data processing/admin department for an already established mailing list. They may also have the means of printing labels. In addition to individual invitations, mentioning the family day cruise in command newsletters, Familygrams and Plan of the Day notes will encourage crewmembers to let family and friends know. The crew may want to provide additional addresses and names for the invitation mailout.

Planning/Preparation -

- Publish a notice stating departmental and/or individual responsibilities.

- Advise the base PAO and security of the scheduled event.

- Provide parking near the ship. You may need to coordinate with the base PAO for special parking/transportation.

- Alert gate sentries/pier SOPA to admit guests without delay.

- Be prepared to assist handicapped guests (wheelchair ramp, restroom availability, etc.)

- Have refreshments available for guests upon arrival.

- When possible, have family crewmembers greet their guests.

- Post signs designating restrooms and tour routes.

- Have your ship's band or music group entertain guests.

- SITE-equipped ships set up TV monitors and show Navy/Marine Corps News. If your SITE system has a character generator, scroll pertinent information such as ship statistics, upcoming cruise events, Navy News and Navy Wire Service blurbs, etc. After lunch, show guests a movie demonstrating typical ship operations such as refueling, underway replenishment, shore bombardment, air ops, ASW screening, etc. If feasible, have a roving cameraman interview guests.

- USE the ship's 1MC for a commentary as the ship leaves/enters port and for any large equipment /aerial demonstrations.

- Select tour guides for enthusiasm, knowledge of shipboard systems and understanding the Navy's mission.

- Limit tour routes to topside spaces and high-interest areas (bridge, CIC, etc.). Showing a berthing area is acceptable. Avoid access to classified information and restricted spaces.

- Attach information placards to interesting items, such as weapons systems, guns, bridge/signal bridge equipment, anchors, etc.

- Set up static displays. Rest areas are ideal locations for taking guest photographs and displays of ship's equipment.

- Keep tour groups small -- it's safer and easier to coordinate.

- Avoid overcrowding in interesting areas, and divide time equally among groups (also helpful at meal times).

- Station crewmembers at accommodation ladders to assist guests.

- Guests usually eat more slowly than crewmembers, so have a long meal hour to avoid crowding/rushing. Buffets are recommended. Avoid heavy or greasy foods for obvious reasons. Seasickness patches or pills should be made available.

- Be sure to post designated smoking areas. If your ship is smoke-free, incorporate this information in the invitation.

You may want to coordinate with the ship's Supply Officer to have a memorabilia table set up on the mess decks before and after mealtime. You may want to post an Items-Cost list near the table. If ship store

items such as ballcaps, coffee mugs,T-shirts and other items with the ship's crest will be sold, be sure to keep the Supply Officer posted on the number of guests you anticipate. This will help determine the quantity of memorabilia items that need to be ordered.

If there are "cruise books" left over from a previous deployment, check with MWR to have them available for sale with other memorabilia.

For special souvenirs, pass out "Honorary Crew Member" cards and single-fold brochures as guests depart the ship. The brochure should contain a photograph, command history and ship's characteristics. Many ships insert a Polaroid photo of the guest taken aboard the ship during the cruise.

Above all else, your hallmark is SAFETY…both in the planning and execution stages.

Command Community Relations Programs:

Perception is reality. The public will judge the entire organization based upon what they see. Nothing is more positive than the sight of Sailors helping out in the community. These efforts tell the Navy story in an active, visual way and show Sailors as productive, caring community members. Participating in projects such as "Just Say No to Drugs" and environmental clean-ups showcase Navy members as caring citizens and lifts morale and self esteem.

VOLUNTEER PROGRAMS. Sailors themselves are often the best architects of good COMREL programs. For example, a ship's crewmember notices the run down house of an elderly lady and recruits shipmates to help with minor repairs and to paint her home. Their work impresses the neighbors and may even make the evening news and local paper. This Sailor-initiated act left thousands of people in the community with a favorable image of Sailors and the Navy.

COMMUNITY / NAVY PARTNERSHIPS.

These may include a broad range of programs aimed at all ages. Consider Adopt-a-School programs, for example, or military appreciation weeks in concert with your local Chamber of Commerce. Don't neglect COMREL! It is a natural marketing program for our professional Navy. Always keep recruiting in mind in planning your COMREL programs.

- COMREL programs can bring a valuable recruiting benefits:

- Provide tutors, guest speakers, and tours to local schools.

- Invite school groups to visit your ship or squadron and see its high technology up close.

- Invite educational leaders onboard, at sea or in port (see "Visits" under Chapter V (Shipboard Public Affairs).

Establish pen pals with local school children during deployments, sending letters and email so children can track the ship's course on a map.

(Contact the nearest full-time or senior PAO for more information.)

HOLIDAY EVENTS. Holidays are a natural time for community-spirited events. Projects might include Thanksgiving food baskets, holiday parties for a homeless shelter, or a number of other initiatives. Holiday Community Relations events aren't limited, however, to Thanksgiving and Christmas. Look for year- round opportunities such as:

- **Fourth of July.** A terrific time to enhance a community celebration with a Navy or joint-service color guard or a marching unit for a parade.

- **Veterans Day.** A great occasion to send your commander out for a speech in the community.

- **Memorial Day.** A perfect occasion for a Navy Band to perform a patriotic concert for citizens.

Ensure all holiday COMREL programs are properly coordinated and staffed via the chain of command. If you promise to help a community group, at holiday or other times, above all, DELIVER. Coordinate properly, and be present to shepherd the event along.

Overseas Duty:

Overseas duty brings unique COMREL opportunities. If serving overseas:
Ask your local PAO about the possibility of obtaining additional funding for overseas COMREL projects. Research similar funding programs for other areas; work with your chain of command and with fleet PAOs to discuss options.
Be aware of local sensitivities. For example, COMREL programs that work fine in the United States may not do so well overseas due to cultural and religious sensitivities.

A few cautions when crafting COMREL programs:

With holiday programs not coordinated by the Chaplain, be aware of religious sensitivities, keeping in mind the 'separation of church and state.'

Beware of letting COMREL projects cross over into fund drives, no matter how worthy the charitable cause. Know the only legal fundraising campaigns allowed within the Navy: the yearly Combined Federal Campaign (CFC) and Navy Marine Corps Relief Society drives.

Ensure COMREL projects are well planned and coordinated up and down the chain of command.   Seek the advice of another experienced PAO.

Project "Handclasp"

Project Handclasp is an official U.S. Navy program that coordinates transportation and delivery of humanitarian, educational and goodwill material donated to the Project Handclasp Foundation, Inc., by private citizens and charitable organizations throughout the United States.

The materials are distributed to needy recipients in foreign countries by U.S. service personnel stationed in overseas areas or embarked in U.S. Navy ships, which visit these areas. Project Handclasp also offers, on a case-by-case basis, free shipment of materials to Navy ports of call.

Recipients must arrange for pickup of materials when advised by the Project Handclasp coordinator in the overseas port.

Ships desiring to participate should contact the Project Handclasp Director 30-

45 days prior to deployment and be prepared to discuss number of pallets and types of material they wish to deliver.

Since Project Handclasp fosters people-to-people interaction, showcasing our Navy personnel's commitment to the community, PAOs are encouraged to submit press releases to local/national media outlets and Navy publications such as base newspapers, Navy News Service and Navy Community Service News. Press releases describing Project Handclasp/community action events which include specifics on crewmember participation and personal background are great opportunities for submission to Fleet Hometown News.

More details on Project Handclasp can be found in OPNAVINST 5726.3C or by contacting the Project Handclasp Director.

Director, Project Handclasp
Naval Base
San Diego, CA 92132
Phone: (619) 532-1492
DSN 522-1492

Official Ceremonies / Events:

Formal ceremonies play a significant role in Navy traditions, and can be categorized as four basic types:

- *Ship Ceremonies*
- *Change of Command*
- *Ceremonies*
- *Retirement Ceremonies*
- *Special Events*

All require similar organization methods and execution procedures, such as drafting and updating a 5060 Notice which contains a detailed list of projects to be completed, the time frame for completion, and the department and/or individual responsible for completion. These ceremonies also require

Ship Christening:
The newly christened guided missile destroyer *Winston Churchill* (DDG-81) is launched from Bath Iron Works in Bath, Maine, in April, 1999. DDG-81 is the fourth U.S. Navy ship to be named for an Englishman. U.S. Navy photo by PH3 Tim Altevogt.

a program for guests which may include an agenda of events, bios and photos of primary individuals, command history and / or mission, a history of the event, etc. As with any formal ceremony, invitations must be sent to a predetermined guest list at least four weeks before the event, with a much longer advance notice given for high-level events or guests.

Invitations are printed on card stock containing the appropriate officer insignia (star, eagle, oak leaf, etc.). Invitation packages may additionally include pre-printed and pre-stamped RSVP cards and envelopes, map and/or directions to the event, event history, and any other material to help orient the invited guest.

PAOs, especially at smaller commands, may be tasked to coordinate all facets of the above ceremonies.

Ship Ceremonies

Each ship constructed for the service is honored on four historic ceremonial occasions: keel laying, christening (or

launching), commissioning, and decommissioning. The Commanding Officer will look to you for guidance through the whole evolution, from planning to post-ceremony thank you notes.

Your best reference and guide is the Social Usage and Protocol Handbook, OPNAVINST 1710.7. This handbook, along with assistance from the Shipyard Public Affairs Office, should get you started with initial organization and planning. You should begin to draft a 5060 Notice roughly four to six months in advance of the event.

All ship ceremonies are important media events. Special consideration should be taken to invite the media and special groups such as reunion organizations. If the ship is named after a person, make sure to inform the family early in the process and keep them updated on the progress.

Change of Command Ceremonies

As with ship ceremonies, change of command ceremony success depends on plenty of lead-time and proper planning. Every PAO will be involved in the planning and organization of change of command at one or more times in their naval career. Again, prepare a 5060 Notice four to six months prior to the event in order to confirm availability of resources and track progress. This notice can be as detailed as the ceremony dictates. Keep in mind that the outgoing Commanding Officer is in charge; it is his or her ceremony and you should do your best to accommodate. Many times the ceremony will be a combined change of command and include a retirement ceremony for the outgoing Commanding Officer.

Retirement Ceremonies

Retirement ceremonies, due to their similarity to change of command ceremonies (and often concurrent with a change of command ceremony) should be organized in the same way as a change of command ceremony. The main difference is that a retirement ceremony features only one central figure that should play a major role in planning their ceremony. Again, make sure that a 5060 Notice is prepared and that the retiring member is counseled on what he or she must provide for the ceremony as well as what the Navy and the command will provide. Photographic and video support is limited, and some retirees may choose to pay for private videotaping of the ceremony. Make sure to coordinate and cover responsibility of all awards, gifts and services prior to the event.

One thing to remember: the number of side boys for a retirement ceremony is not to be confused with side boys for arrival honors. This is the member's ceremony -- if they want six or eight side boys, it is appropriate.

Special Events

In addition to the above, other special events may warrant unique attention. Depending on their size and scope, you may be called upon to put together a ceremony. Prepare a 5060 Notice and coordinate with all parties concerned, including the media. These events, whether Sailor of the Year presentations, ships and squadrons returning from deployment, Navy Unit Commendations, or individual distinguished awards, all require the same careful consideration in planning and coordination for success.

Chapter 3:

Cruise Books

In this chapter:
Organization
- **Research**
- **Funding**
- **Publication Staff**
- **Selecting a Publisher**
- **Contract Negotiation**
- **Layout and Design**

Organization:

Cruise books are very similar to high school and college yearbooks, and are commonly used to document a deployment or a unit's special evolution. For decades, the ships' crews produced books showcasing their overseas deployments in pictures. Technology has permitted cruise books to advance to professional levels on many larger ships, and it has become routine for ships to produce a video cruise book.

To get the best results, both the print and the video versions require a tremendous amount of advance planning prior to deployment. Questions to ask include:

- Who will publish the book?

- Who will take the photographs?

- How will the book be paid for?

- How many color pages should be in the book? (Color pages cost much more than black & white.)

- Who will produce and design the book?

On larger ships, some answers to these questions may be obvious. For example, photo or public affairs shops aboard aircraft carriers will usually take the photos and/or produce the book. On smaller ships, however, the manpower and design questions require more planning. The important thing to remember is that your cruise book should be unique to your unit, its mission and its crew.

Before you begin the very important and costly process of publishing a cruise book, it's important to do your homework. Read this chapter thoroughly and familiarize yourself with its content.

Research:

Cruise books can be as simple as a journal with pictures, or as elaborate as a Madison Ave. sales pitch. The editor, cruise book staff and available funds will be key factors in determining the size and design of book your command produces. Since there are no Navy-wide instructions/publications that provide specific guidance on cruise books, nor any set rules on cruise book make-up and design, how then to decide what size and style of book to produce?

The first step is to look at what other commands are doing. Visit the base library or other ships to view past cruise book products. If possible, talk to the editor and cruise book officer, if they are still available. Use their "lessons learned". Consult your Type Commander PAO for useful ideas and information.

Funding:

Let's dispel the myth right off the bat. NO ADDITIONAL FUNDS ARE AVAILABLE FOR CRUISE BOOKS. Fleet and Type Commanders **do not** allocate funding; your commanding officer must decide on allocation of funds. Your unit's Morale, Welfare and Recreation (MWR) Committee can usually help off-set the cost of production by using funds earmarked for crew morale. Since Welfare & Rec monies are generated by ship's store profits, which are designed to be used for the benefit of the crew, cruise books fit nicely into this design. On most ship's, crew's MWR fund pays a portion the cost, with the crew paying the balance. A 50/50 split is the norm.

Publication Staff:

Normally, a Cruise Book Officer is appointed by the command several months before an upcoming deployment. This person is responsible for coordinating with the MWR committee, the publishing contractor, the cruise book staff and crew. Although the method of selecting the Cruise Book Officer is up to the command, it's recommended the position be filled by a volunteer senior enlisted or an officer, since they will have a lot of contact with the executive and commanding officers. The Cruise Book Officer should also have enough time left on board to oversee the project through from start to finish.

The next step is to identify cruise book staff members -- the editor, writers, photographers, layout and design personnel, and in some cases, the financial / sales officers. The staff's size will vary depending on the size of the unit. It's not uncommon to have a one-person staff. Seek volunteers who have prior high school or college yearbook, photography and writing experience. If experienced volunteers aren't available, enthusiasm goes a long way.

Today's technology can turn a basic computer user into a lay-out/design master. Select volunteers who are motivated to help (not forced) and will be attached to the command until the book is delivered. Once cruise book staff members have been identified, the Cruise Book Officer should arrange a meeting with the staff to clarify job duties and responsibilities, cruise book theme, page layout and design, deadline submission dates, schedule future planning meetings, etc.

Port Visit:
USS Kitty Hawk **(CV-63) approaches her pierside mooring for a brief port call to the South Korean City of Pusan, Nov. 2, 2000.**
U.S. Navy photo by PH3 John Sullivan

Valuable memories of the cruise include: photos of the crew; port calls; special visits and events; and major milestones achieved.

Selecting the Publisher:

The Navy has a long-standing policy against endorsing commercial products; therefore, each command must choose its own cruise book publisher. The decision should be based on a company's ability to meet the production and monetary requirements established by the cruise book staff. Before you begin the search for a publisher, prepare an estimate on the number of pages your cruise book will encompass. Decide beforehand if you want full color layout, fancy covers, etc.

There are many publishers that can provide this service. To make your selection easier, try to obtain examples of cruise books they've previously produced. If none are available, seek out references from other PAO's. In all respects, ask for a sales kit **BEFORE** you set up a "sales pitch" meeting. Invite at least three companies to give their pitch and provide details the services they offer and price bids.

Some questions you should ask during these meetings are:

- Does the company have die casts/die plates of the unit's seal/crest? If not, what's the cost to have one made for the book's cover?

- Does the publisher provide layout and design services? If so, at what cost?

- Does the company provide any type of training? If so, what, and at what cost?

- Does the publisher provide computers? If so, what type of computer (to include software), and how much will it cost?

- Does the cruise book company provide processing and printing services for black and white and color photography? If so, at what cost?

- Does the company provide an agent or representative to take roster photos of the crew? Will they photograph the unit's homecoming? If so, at what cost? Will raw film or finished prints be delivered to the command?

- Does the publisher provide "mail delivery service" to crewmembers that have transferred or were discharged? If so, at what cost? Is the cost of shipping books to the unit included in the contract?

- Does the company have any restrictions on deadlines? If so, what are they? Are there any monetary penalties?

- What payment plans does the company offer? What services are offered if the book is paid for in advance? Which services if are offered if paying upon cruise book completion?

If MWR funds will be used to pay for the cruise book, either in full or in part, you must submit at least three contract proposals to the MWR Committee. The contracts will be voted on and submitted to the MWR Council for approval. If no MWR funds will be used, the commanding officer will be the final contract approving authority.

Remember, legally you are not allowed to discuss any of the contract price bids with any of the bidders until **AFTER** the contract has been awarded. You must inform all bidders, at the same time, the name of the winning contractor and the amount of the contract. Proposals totaling $2,500 or more must be made in writing.

Negotiating the Contract:

Before entering into any contract, your command must completely understand what services will and will not be provided. All requirements should be "spelled out" before the contract is signed and in place before the ship's deployment.

Above all, ensure you understand the terms the publisher uses. (For example, type font and face, color transparencies, column depth, galley copy, etc.) Know the language--know what you are buying and what the end product will look like. If you don't know, ask. A good source would be lithographers (LI's) or illustrator-draftsman (DM's) at any Navy print or drafting shop. Cruise book editors and staffers are not to sign any cruise book contracts. These contracts are legal and binding. Therefore, it should be signed by the MWR Fund Custodian (if MWR funds will be used to pay for the book), otherwise it falls upon the unit's supply officer. Regardless of who signs the contract, always ensure the

contract is reviewed first by the command's Legal Office.

Design Considerations:

Choose a theme for the cruise book that identifies and supports the purpose of the book. Unlike titles such as "Mediterranean '99", a theme is unique to the unit, its mission, crew and the deployment. Instead of telling, themes should show through pictures what the deployment was like for the crew. Since you know where the ship will be going and what the overall mission will be, decide what you want to say (or show) about the deployment before leaving port.

After choosing a theme, another necessary tool for planning a cruise book is a "ladder."

A ladder is a chronological listing of events to include in the cruise book in the form of written text and photographic layouts.

A sampling of events your unit may want to allocate a page or two for are:

- Table of Contents
- Unit's Seal/Crest
- Unit's Namesake Photos
- Unit's History
- Official and Unofficial Portraits of CO, CO's Biography
- Official and Unofficial Portraits of XO, XO's Biography
- Official and unofficial Portraits of CMC; CMC Biography
- Memorials (to deceased crewmembers)
- Individual Department/Division Mission Statements
- Departmental and Divisional crewmember roster, working and candid photos

- Damage Control Olympics photos
- Port Calls (tasteful shots)
- Steel Beach Picnic
- Visiting VIP's and Community Relations Events
- Exercises
- Routine Operations (UNREP, VERTREP, FAM Fire, DC training, etc.)
- Holiday and Special Event photos (tasteful shots)

Most cruise book companies will provide a booklet which will serve as the "dummy" cruise book. Use the "dummy" to write down exactly what will be on every page. If a "dummy" isn't provided, it's wise to create your own. In a three-ring binder, assemble a set number of blank paper (same amount of pages you plan to have in the cruise book). Then, number each sheet, beginning with front cover and ending with back cover. This is a fail-safe method of ensuring every page is assigned a topic from the "ladder".

Once the sequence order of the ladder and events to be covered are approved, strive to meet all print and photographic requirements. Changes and / or additions / deletions could affect the page count and cause the logical sequence of events to be out of order.

Next, liaison with key crewmembers (XO, Supply Officer, Operations Officers, etc.) to get up-to-date information on the events (as noted in the ladder) you plan to feature in the cruise book. Use an oversized calendar to plot dates and times these events will occur and display it in a location which can be seen by the cruise book staff. Make assignments early, penciling in one or more staff or volunteers on the calendar to cover the event.

Photo by: PH3 Donne McKissic

Photo by: PH3 Joseph Hendricks

Photo by: PH3 Justin Bain

Photo by: PHAA Brad Garner

Be sure to include photos of special events that occur aboard your ship during the cruise.
- Top: A waist catapult safety observer aboard *USS Theodore Roosevelt* (CVN-71) gives the thumbs up signal indicting an F/A-18 Hornet is ready to be launched.

- Camel Ride: Crew members from *USS George Washington* (CVN-73) and *Carrier Air Wing 1* (CVW-1) take a camel ride through the desert near Jebel Ali, United Arab Emirates in December, 1999.

- Football: Sailors gather on the flight deck of *USS Harry S. Truman* (CVN-75) to watch Fox Sports hosts Howie Long, James Brown, Terry Bradshaw and Cris Collinsworth tape the Fox NFL Pre-Game Show, Dec. 16, 2000.

- Mail Call: Postal clerks aboard *USS Theodore Roosevelt* (CVN-71) sort through holiday mail for nearly 6,000 Sailors while on deployment in December 2000.

Page Layout and Composition:

Consistency and simplicity will give your cruise book a professional look. Use the same style body type throughout the entire cruise book.

For pages consisting of text only, assign a point size to each individual element.

Recommended point sizes for these are:

- Headlines - 12 point and capitalized
- Body Copy - 10 point
- Photo Captions and Page Numbers-8 point

Other constants to be aware of are column length and width, spacing between columns, margins, borders and the spacing between two facing pages known as "gutters." By identifying these areas before performing the page layout will make the job easier. This will also ensure that the typewritten material won't be too close to the gutter when the book is sewn together.

For pages consisting of only photographs and captions, remember the phrase "less is more." The basic guideline for a single-page layout is three to five photos, and five to seven photos for a two-page spread.

Another method is to "bleed" some of the photos across two facing pages or beyond the border and off the page. In any event, always have a "lead" photograph that visually depicts the big picture story.

Whenever possible, include a long, medium, close-up and extreme close-up shots in the photo layout. Unless a photo will be printed in full-color, it shouldn't be restricted to standard sizes. Become familiar with "photo cropping and proportioning" techniques -- it will cut out the clutter and make the picture stand out.

Increased attention is needed for page layouts that combine both text and photographs. Since photos can be placed in almost any position (top, bottom, left, right, and even inside the type), there are countless

methods for this combination. Remember the guidelines already mentioned, with special emphasis on keeping the text within designated borders.

Submitting Layout Pages:

The ultimate goal of the cruise book staff is to complete and submit page layouts to the publisher as quickly as possible. Since individual pages need not be submitting in numerical order, its best to complete those pages comprised entirely of typewritten material first. Then work on the other pages as photos and write-ups for the events become available. Remember that all layout pages with photos must have the original photograph attached to the page submission. Although you'll retain a copy of each layout sheet (dummy sheet) for the record, its recommended you keep an exacting record of the photographs (noting the frame number) that were included in the page submission.

Cruise Book Preparations Tips:

The following are some tips to get you on the right track. Many of the same rules and tips for cruise books also apply to video cruise books:

- At least three months before you deploy, investigate book publishers who specialize in cruise books. Experienced publishers will provide detailed kits to follow, as well as a plan of actions and milestones (POA&M). You can get names and addresses of cruise book publishers from previous cruise books, other ship PAOs, yellow pages, and the Internet.

- Work with your ship's Welfare & Recreation Committee to determine how much of the cruise book cost can be subsidized. (Welfare & Rec monies are generated by ship's store profits and are designed to be used for the benefit of the crew. Cruise books fit nicely into this design.) Even for the ships with larger Welfare & Rec budgets, it's usually best to charge crewmembers a nominal fee for each book

- As much as possible in the early stages, identify the primary sections to be photographed (e.g., departments, divisions, individuals, ports of call, etc.). Determine the person(s) who will be responsible for photographing these sections. It's also a good idea to solicit photographs from the entire crew; however, those photos can't be counted on and many of the photos may be of poor quality.

- Identify the photo contributors, writers and editors of the book. Although most of the book will be photos, you'll need captions and other general information. (Note: Consider writing the book as much for the families as for the crews, e.g., no military jargon, and full descriptions of events. The families will appreciate it; and so will the crewmembers years after the book is published.

- Talk to your Executive Officer about being kept informed of and provided access to photographing noteworthy events (e.g., underway replenishments, missile shoots, etc.) throughout the cruise. You'll want lots of action pictures of the entire crew in the book.
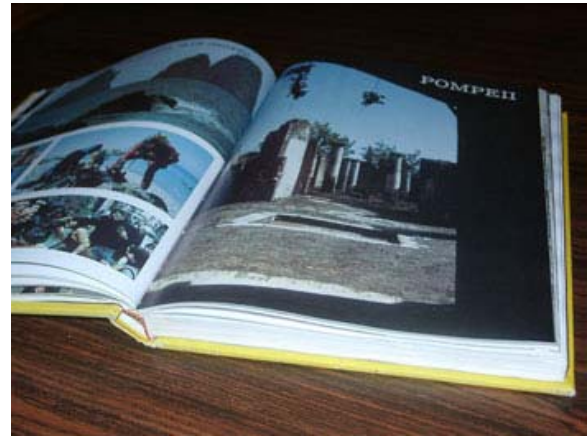
There's no such thing as having too many photographs! You'll be in a much better position if you have lots to wade through, than if you end the deployment with few or no pictures of events and ports – and cruise book deadlines and angry customers hovering over you. Ensure photos have cutlines, which describe the action and personnel in the shot and a reference of when the shot was taken and by whom.

The publisher will want you to provide sections throughout the deployment. Meeting these milestones will allow you to receive your cruise book as soon as possible after your return.

One of the cruise book coordinator's responsibilities is to market and sell the cruise book well before you have a finished product. Most publishers will provide all sorts of pre-printed posters and fliers to help your efforts.

Layout: Tell the story using diversity and good taste

Just like your high school yearbook, the cruise book will be the publication that your crewmembers will turn to remind them of their fellow shipmates and their good times while on deployment. As such, every cruise book should include a wide diversity of the crew, be tasteful to crewmembers and their families, and positively document the major events during the deployment.

Terminology and Details:

Page Size and Trim: Most cruise books are either 9"x12" or 8.5"x11". The first is slightly more expensive.

Binding: How the book is bound will determine how much unusable space is on each page.
Covers: Book covers are usually made of heavy cardboard. The artwork and title are commonly silk screened or lithographed. Embossed covers with raised designs (applied with a brass die cast) are the most expensive.

Type: Unless you have composition capability (i.e.: desktop publishing software and a printer), it's best to let the publisher do the composition.

Paper: The most commonly used paper used in cruise books is 80-pound glossy enamel. Lighter weights sometimes show printing through on the other side. Heavier papers (100-pound) have also been used, but it costs more and makes for a slightly heavier book.

Color: Expensive and complex. Ask the publisher to explain where the most economical pages for color are in your cruise book design.

Proofs: A hardcopy printout of a page layout. Ask about being able to approve "proofs" submitted to the publisher before the final printing. Most company's mail "proof pages" back to the ship for final review/last minute changes before they perform the final printing. It is recommended you a copy of any page layouts (for your records) before mailing to the company. *Be Aware* - mistakes by the cruise book publisher cost
you nothing, however your mistakes may cost. Ask the publisher about these costs prior to getting underway.

Credits:
Special thanks to JOCM (SW) Ted Brown for his work on this section.

Chapter 4

The Public Affairs Officer and Family Support

In this chapter:
- **Ombudsman**
- **Family Service Centers**
- **PAO Family Crisis Support**
- **CACO, Chaplain, Media**

OMBUDSMEN

The Navy's Ombudsmen program is a great way for public affairs officers to send and receive relevant information to or from family members while deployed or during a crisis. Keep these points in mind:

- Do you have the contact name, address, and phone number of your Ombudsmen?

- Are you in touch with the family Ombudsman to exchange news when deployed?

- Is the commanding officer telephoning or wiring Ombudsmen with routine messages or breaking news messages during emergencies?

- Is your Ombudsman prepared to serve as command spokesperson? Does the Ombudsman understand his/her rights and responsibilities? (E.g., sometimes in talking to the media Ombudsmen may encounter confusion concerning their internal communications role.)

Home at Last:
A Sailor is greeted as he returns home from a cruise with the Kitty Hawk battle group.

Official Navy photo by:

FAMILY SERVICE CENTERS

Navy Family Service Centers play a critical role for families during a sailor's Navy career. It's in the best interest of your command to establish a close working relationship with the NFSC, as it can help educate and inform your sailors and their families.

- Do you have contact information for the Family Service Center?
- Are you keeping the Family Service Center informed when appropriate?
- Are you keeping your sailors informed of Family Service Center activities and programs?

FAMILY SUPPORT IN CRISIS SITUATIONS

Occasionally, it may be necessary to provide public affairs support to a family member in crisis (for example, following an accident, major operational mission, or death of a Navy member). Such incidents often generate media interest in that Navy member's homeport and hometown. In case of major incidents with national implications, national media interest can also be expected. The PAO should be involved as early as possible.

The Casualty Assistance Calls Officer (CACO) is the command's chief liaison to the family. The CACO makes personal notification to the primary and secondary next of kin (NOK) of the Navy member involved, helps the family to arrange the funeral and benefit payments as necessary, and keeps the family informed on the status of any investigation. The CACO is not concerned with helping the media cover the story.

PAOs can help by:

- Directly supporting the family in case of media requests and interviews.

- Sharing basic media guidelines for family members with those who directly support the family -- such as chaplains and CACOs -- in case they are asked for such information by the family.

- Giving media support and guidance to command personnel involved in the incident (including CACOs, chaplains and the CO) who may be contacted directly by the media.

- Informing the family and involved command personnel of media coverage.

- Supporting the CACO.

The following tips regarding families in crisis will help you to support the family, the command, and the CACO:

- The family's privacy is paramount. Names of casualties will not be released to the media or the public until primary and secondary next-of-kin (if these include natural parents) have been notified.

- The only formal Navy source of NOK names and addresses is the Record of Emergency Data. The Privacy Act of 1974 specifically prohibits release of any information on this form.

- PAOs can release names and addresses only with the concurrence of the family member.   However, news media may get this information through other means.

- After appropriate NOK notification, when the level of public interest may require it, the Navy will make available certain information to the media. This information is limited to that allowed under the Privacy Act, as follows:

  Full name.
  Rank or rate.
  Date of birth.
  Home of record
    (as entered in service record).
  Command or unit to which assigned.
  Status of casualty
    (dead, missing, POW, injured or ill).
  Date of occurrence.
  Cause of casualty.

The decision on whether or not to grant interviews is the family member's alone. PAOs should emphasize that this is a choice, not an obligation.

Some helpful tips to offer to family members:

- Weigh the choice carefully. Consider the potential loss of privacy. Once you open the door to one reporter, expect others to follow. Media may even "camp out on your doorstep" for days if the story is "hot" enough.

- If you decide against an interview, reporters will generally respect your right to privacy.

- Consider using an answering machine or voicemail service to screen telephone calls.

- Consider issuing a statement, rather than granting multiple interviews. Use the Navy's public affairs resources -- either the assigned PAO, or the regional Navy Office of Information (NAVINFO).

News media may also contact other command personnel (such as the chaplain or the CACO) for interviews about family members They should also consider the privacy needs of the family before granting any interviews. The PAO should advise command personnel to:

- Stay within the Privacy Act guidelines.

- Be aware of the family's desires regarding level of visibility.

- Be prepared to answer nonsensitive questions such as the role of the CACO and pre-cleared information about the incident.

- Prepare a few appropriate messages about the risk and sacrifice inherent in Navy duty, and the willingness of all Navy people to accept them.

- Do not speculate about the circumstances or cause of the event.

- Coordinate any media interviews with the PAO.

Chapter 5

Internal Relations

In this chapter:
- **Internal Relations**
- **Methods of Geting Your Message Out**
  (POD, Base/Ship Newspapers, SITE TV)
- **Internal Information Products**
  (Navy News Service Sample)
- **New York Times Fax Sample, Stars & Stripes Lite Sample**

INTERNAL RELATIONS

Just as media relations is useful for informing the American public at large about Navy issues, internal relations tells the Navy story to its core constituents -- the Navy internal audience.

By definition, the Navy internal audience is a mix of dedicated Navy and Marine Corps people -- active duty, reservists, DON civilian employees, retirees, and their families -- all of whom benefit from internal media channels.

The goal of internal information is to foster communication up and down the chain of command. To accomplish this, our key audience needs to have solid Navy internal information to help them develop personally and professionally.

As a collateral duty or first-time PAO, your most pressing routine task is to establish a good internal information program that:

- Is aimed primarily at the young, first-term Sailors, but serves multiple audiences, including career Sailors, Navy families, the Navy's civilian employees and retirees.

- Provides current, reliable information to inform Sailors of Navy missions, policies and plans.

Publicizing special events that put your Sailors in the spotlight play an important part in internal relations. Official U.S. Navy photo

- Instills in Sailors a sense of dedication to duty, pride in the service and interest in a Navy career.

- Opens the channels for effective two-way communication between the commanding officer and his or her organization.

- Reflects current trends and interests ranging from pending uniform changes to anthrax vaccine policies.

- Is light and journalistic in nature, written at about the ninth-grade level, with a tone that makes the information both entertaining and informative.

- Sees the base/ship paper as a morale tool as much as an information channel.

Your success depends somewhat on **Coordination** and **Timeliness**.

For example:

If you know the big inspection is on the horizon, plan a story on the hard-working Sailors who are preparing.

If you're staging a holiday party for an orphanage when posted overseas, ensure it gets covered in the base paper.

Get to know your command inside and out. Being well-informed yourself helps you key in on information your command members need to know.

Work with your editor to develop a newspaper tickler, prompting story production centered on holidays, Combined Federal Campaign, deployments, major exercises, back to school, etc. The idea list is endless.

The central tool for internal information is your base or ship newspaper. It is the "corporate rag." The bottom line is that a flow of accurate, well-packaged, readable information is central to recruiting and retention, both major priorities in our Navy.

But remember, the internal information tools at your disposal are abundant. You've probably been a consumer of them yourself many times in your quest for information. The following pages cover the "internal information toolbox" available to you.

METHODS OF GETTING YOUR MESSAGE OUT

There are many ways to "get the word out," and often the best approach is to use several communication channels for one piece of news. Once you know all of the options, you can best select how to publicize information of importance to your audience.

There are four general categories when it comes to "getting the word out":

Print Channels: Plan of the Day, base/station/ship newspapers or newsletters, posters, brochures, familygrams, etc.

Electronic Media: Internet, radio, television (SITE or base closed circuit), the 1MC, the telephone.

Face-to-Face: Morning Quarters, Captain's Call, division or department head meetings, visits by the CO, formal addresses to groups such as ombudsmen or spouses groups, etc.

Communication Events: Family and Tiger cruises, command picnics, Navy and Marine Corps birthday celebrations, Sailor of the Month/Year events, etc.

PLAN OF THE DAY/WEEK (POD/POW). This is a print channel for your immediate use. It is:
– Designed for short news blurbs.
– Businesslike in tone - good for policy news.
– The official command 'voice;' it carries weight.
– An excellent way to move information quickly, but PAOs should look to other channels to expound and broaden coverage.
– Most effective when combined with other channels: command newspapers, welcome aboard packets, face-to-face at quarters, etc.

BASE/COMMAND NEWSPAPERS.
Base and command newspapers are powerful communication tools because:
– They fall under the purview of the PAO, your best one-stop advisor for information dissemination.
– They reach broad audiences: active duty, families, civilian employees, reservists, contractors, etc.
– People have had life-long training at reading/comprehending newsprint. It's far more reader-friendly than bureaucratic correspondence.
– They offer a chance to enhance the command/Navy message with photography. Visual elements such as photos and headlines dramatically enhance comprehension.
– They are staffed by journalists who are specifically trained in packaging and presenting material for maximum comprehension.

Command newspapers are an important information and morale tool for military ships, units and bases. The command newspaper is the primary means for the crew to learn about command events, Navy policy and equipment, their shipmates, and in some cases (overseas), world and U.S. events.

Although publishing a newspaper may seem like a daunting task, it has become a lot simpler with improved technologies such as desktop publishing software and the Internet. You can easily find pre-published news items on the Internet or World Wide Web, add some command-specific information, and use your desktop computer software to create a useful publication.

Some Questions To Consider When Putting Your Newspaper Together:

? -- Who is the primary audience? (The first rule of writing is: "Know your audience.")
If not generally known, determine the following information: primary age groups, sex, status (some commands may have many more civilians than military members), marital status, etc.

? - - How often should you publish the newspaper? (Note: Put out more information and more frequently when your unit is undergoing significant changes, e.g., closing a base.) *Weekly, monthly or quarterly depending upon the needs of your command.*

? - - How will the newspaper be distributed? *Usually the command is responsible*

? - - How will the newspaper be paid for? *Most U.S. military bases produce "civilian enterprise" (CE) newspapers, which are published and distributed by civilian organizations and are paid for by selling advertising to local businesses. Newspaper content is usually assembled by a military-affiliated staff.*

? - - Where will you get the information for the newspaper? *Local stories will "sell" your paper - but many Navy and military news services are available to assist with news stories.*

Ready Sources of Timely and Relevant Material For Military-Related Audiences:

Stringers – By definition, a stringer is someone who provides stories to you. On a military base, unit public affairs officers can regularly supply you with articles on their commands. For ships and individual units, you can call on departments heads.

Navy Wire Service – Available automatically via e-mail or on the Internet via the Navy's Web page. Contains very timely news articles and features appropriate for all Navy audiences.

Defense Press Service – Also available automatically via e-mail, or on the Internet via the American Forces Press Service (AFPS) web page. These articles are generally relevant to Defense Department audiences. The AFPS web page <**http://www.dtic.mil/afps**/> contains lots of timely news and feature articles. In addition, it has a respectable archive of cartoons, graphics, quotes and trivia that you can use as filler and copybreakers.

E-mail News from Home – For shipboard units, the ready availability of e-mail in remote locations can be a great way to get information from the command ombudsman and others. Since mail and other news from home is so highly valued, this feature may become one of the most read sections.

Other Internet Resources - You can obtain a lot of other copyright-free information from the Internet as filler and copybreakers (e.g., quotes, this day in history, calendars of events, etc.).

AFRTS Teletype – American Forces Radio and Television Service provides teletype news available free via radio signal to military units. Shipboard public affairs officers can access this signal by contacting the ship's radio division for printed copies. It is broadcast in a variety of frequencies (depending on the ship's location). The radioman can print out the teletype which contains daily news, features and sports. Using some ingenuity and computer expertise, these radio signals also may be converted and digitally recorded.

SHIPBOARD INFORMATION, TRAINING AND ENTERTAINMENT (SITE-TV)

Your shipboard SITE systems are an excellent vehicle for delivering critical information and maintaining crew morale. Things to know:

If your ship is a pre-commissioning unit, coordinate SITE installation through the type commander (TYCOM) that's physically closest to the shipyard. Commissioned ships can coordinate installations through their respective TYCOM.

The type of SITE system installed is determined by the Naval Media Center's Broadcasting Department, based on the TYCOM recommendations.

If your ship has SITE installed, be sure to take steps to keep it intact and operating properly.

Remember:

SITE systems are intended to air news and entertainment programming provided by AFRTS and the Navy Motion Picture Service. Airing anything obtained outside of the AFRTS channels could be a violation of copyright laws and may even lead to de-installation of the ship's SITE system.

A ship cannot buy a satellite-receiving dish for entertainment purposes without permission from the Naval Media Center Broadcasting Department.

Buying an unauthorized satellite system can lead to heavy fines and possible imprisonment.

There are Many Sources for Timely Programming:

If the ship will be deployed for at least 60 days, request packaged materials via an AFRTS Circuit Manager. AFRTS provides a good cross-section of typical CONUS network television programming.

Navy DTS Control Room

A relatively new initiative, the **Direct To Sailor (DTS)** program, a satellite-based source of programming provided by NMC Broadcasting Departyment offers these benefits:

- Supplies Cable News Networking feeds.

- Offers other news and entertainment on two television channels, four radio channels and a print/data channel.

- Is an excellent system for real-time programming of events that can directly impact the lives of Sailors and their families.

- Commercial advertising on these feeds is supplanted by Navy spots and informational bulletins.

For more information on DTS, contact the Naval Media Center Broadcasting Department at (202) 433-6440.

Closed Circuit Television

A common method for delivering programming to Sailors in berthing areas is via closed-circuit cable to common area televisions. Incidentally, closed circuit cable programming can also be provided on bases.

What You Need To Know About Closed Circuit Systems:

Televisions for closed circuit systems are not provided by the NMC Broadcasting Department.   Televisions and hardware to support closed circuit cable (especially onboard Navy ships) are options available to commands and may be purchased using ship MWR funds.

Televisions paid for with MWR funds can be bought on the open market or through the Television-Audio Support Activity (T-ASA).

Systems must be UL listed; able to withstand vibration; and have an isolation transformer and strain relief where the cable enters the TV cabinet.

See PA REGS or call the Naval Media Center Broadcasting Department for more guidance. (See appendix for contacts.)

INTERNAL INFORMATION PRODUCTS

There are several "ready to use" Navy information print products produced by the Naval Media Center (NAVMEDIACEN). All are available on the Navy website. They are: www.mediacen.navy.mil

Navy Wire Service (NWS) -- a newsgram sent via e-mail to more than 300 editors and bases for reproduction in Navy base papers and magazines. Navy Wire Service welcomes stories from the Fleet with Navy-wide appeal. To send contributions, comments or questions call 703-695-0911 or e-mail to: < **pubs@mediacen.navy.mil** > or naval message to NAVMEDIACEN WASHINGTON DC//31//

Navy News Service (NNS) -- a weekly newsgram put out in message format, and available on the Internet in both straight text and desktop publishing (PDF format) versions, which features a compilation of the best NWS articles and late breaking news items.

Captain's Call Kit -- a quarterly package sent to commanding officers that contains personnel-related information and programs in billboard poster format.

All Hands Magazine -- a monthly publication distributed Navywide. Content focuses on personality/command features and specialty topics of interest to Navy 17-25 year-olds. A Navy Almanac issue is published every January.

SUGGESTED USES

- Incorporate portions of the NWS/NNS into base/ship newspaper, newsletter, and Familygram.

- Abbreviate parts of NNS message and run bullets in Plan of the Day/Week. Include where to get more information/call to action.

- Post on bulletin boards.

- Get desktop publishing version of NNS and copies of All Hands and distribute/post in high traffic areas or "hurry up and wait" spots such as:

✦ Crew's Lounge   ✦ Library
✦ Wardrooms and Enlisted Mess rooms
✦ Chow lines   ✦ Dispersing
✦ Medical and Dental waiting areas
✦ Mess Decks   ✦ Barber Shop

✦ Bulletin Boards next to pay and promotion lists

- Use ship's SITE system character generator to scroll NNS "shorts" and other news items during workday and between movies.

- Submit articles to NNS and All Hands to recognize the accomplishments of your command and shipmates. An article that "hits home" will promote readership and increase morale.

OTHER NAVAL MEDIA CENTER PRODUCTS

Navy/Marine Corps News -- a weekly video program highlighting policy changes, Fleet news and features in a 30-minute "newscast format." It is distributed Navywide in VHS, Beta and Hi-8 format, and also airs on local cables television systems in many areas around the country. Airing N/MCN at least three times a week is encouraged during peak viewing times and in high-traffic areas such as:

✦ Command Indoctrination
✦ Messdecks (continuously)
✦ As part of GMT
✦ In waiting rooms (medical/dental)

Public Affairs Communicator -- quarterly newsgram that contains topics of interest to Navy and Marine Corps public affairs officers and journalists.
    Also available for download at the Navy home page: www.chinfo.navy.mil.

NON-NAVY INFORMATION PRODUCTS

In addition to keeping the internal audience informed of command and Navy issues, they also have a desire and a need to know about events outside the DoN that affect them. Use the following products to augment your command's internal communication products.

Defense Press Service – Provides news and feature material of interest to Defense Department audience. Available automatically via e-mail, or on the Internet via the American Forces Press Service (AFPS) web page <**http://www.dtic.mil/afps/**> In addition, it has an archive of cartoons, graphics, quotes and trivia that you can use as filler and copybreakers.

New York Times Fax - Also available via e-mail or on the Internet, the daily *New York Times* Fax is a free service that provides news, sports, business reports, editorials and a crossword puzzle in an 8-page desktop publishing format (requires Acrobat Reader software). Product must be used "as is" in its entirety. Request their special "Navy-edition" by calling (212) 499-3393 or send an e-mail to <**timesfax@nytimes.com**>.

Stars & Stripes Lite - Another free news/sports digest, the daily Stars & Stripes newspaper is available on the Internet <http://www.slite.afis.osd.mil> in an easy to read 8-page desktop publishing format (requires Acrobat Reader software).

Chapter 6

Internet Resources

In this chapter:
- **Useful DoD/Navy Web Sites**
- **Guidelines for Establishing a Command Web Site**
- **Webmaster Tips**

INTRODUCTION

Information Technology continues to be a front-burner issue for Public Affairs professionals. Information contained in a publicly available web site is a public affairs matter--team PA needs to pay attention to what is being released. PAOs must balance the need for timely and complete release of information with safety and security concerns. Nonetheless, the Internet and World Wide Web (WWW) offer valuable opportunities to quickly research any topic through a nearly endless database, and to communicate with millions of people on a one-to-one basis.

USEFUL DOD AND NAVY WEB SITES

DefenseLINK (www.defenselink.mil)
The official web site of the U.S. Department of Defense. A great information resource, the site covers a wide spectrum of topics, from DoD programs and policy to current news coverage, DoD briefing transcripts and press releases.

Official U.S. Navy Web Site (www.navy.mil)
The Navy's web site is managed and maintained by CHINFO. Its primary target is the Navy's internal audiences and media seeking information about the Navy. The site houses over 5,000 files, including information on many facets of the Navy ranging from daily Navy News and the "Fact File," to digital images of Navy men and women and events around the world. The site is a public affairs database. Use it as an information resource.

Navy Public Affairs Chartroom
(www.chinfo.navy.mil/chartroom)
Maintained by CHINFO, this site is geared specifically for Navy Public Affairs practitioners. The site contains a wealth of information resources -- Public Affairs Guidance (PAG), communication themes, topical subjects and recent speeches, speakers bureau program, community relations, links to other PAO resources and a handbook for collateral duty public affairs officers.

Defense Visual Information
(http://dodimagery.afis.osd.mil)
Operated by DoD, this web site is the primary "virtual warehouse" for U.S. military visual information products. The Defense Visual Information (DVI) Directorate develops policy and procedure regarding the management of Visual Information in the Department of Defense (DoD). Additionally, DVI operates the Joint Combat Camera Center (JCCC), the Pentagon's central reception and distribution point for still and motion imagery of current U.S. military operations, and the Defense Visual Information Center (DVIC), the DoD Records Center for still and motion imagery of historical significance.

Naval Historical Center
(www.history.navy.mil)
The source for naval historical products, this site offers a variety of services, including historical document archive and photos. The Center's mission is to enhance the Navy's effectiveness by preserving, analyzing, and interpreting its hard-earned

experience and history for the Navy and the

American people. The staff is unable to respond to e-mail queries; however requests for information and products can be made in writing to: Naval Historical Center, Washington Navy Yard, 901 M St. S.E., Washington, D.C., 20374-5060.

Naval Bureau of Personnel
(www.bupers.navy.mil)
Maintained by the Bureau of Navy Personnel (BUPERS), this site provides information on promotions, status of promotion boards, and various personnel issues.

Navy Life Lines (www.lifelines4qol.org)
A Secretary of the Navy (SECNAV) initiative, this site is the official source for quality of life (QOL) information for the Department of the Navy and Lifelines partner organizations. The QOL virtual mall provides links to a variety of services, from community/ family support to relocation information, and sports and recreation.

ESTABLISHING A COMMAND WORLD WIDE WEB SITE

The WWW enables a command to produce a "welcome aboard" brochure and make it available to the world. If used properly, it can be an effective Public Affairs tool. The decision to establish a web page should include a commitment to maintain it. Commanding officers are ultimately responsible for their web sites.
Specific guidance for establishing and maintaining publicly accessible web sites is found in SECNAVINST 5720.47. The policy contained therein primarily focuses on protection of classified information and personnel security, due to a growing trend in "data mining" and "aggregating"

unclassified material to create a data file that approaches the depth of classified matter.

Specific requirements from the SECNAV instruction on Web Sites are:
- Must contain full organizational name
- Must contain statement that site is an "official U.S. Navy site"
- Must display Privacy and Security Notice
- Must be related to mission of command, and information on site must be releasable to worldwide audience
- Must represent entire command - no separate divisional sites
- Must **NOT** contain personal data on any person named in the site (e.g., do not give CO's wife's name in biography information)
- Must be GILS registered (see www.dtic.mil for details)
- Must have webmaster and releasing authority contact information in the page source code
- Must **NOT** use copyrighted material, links to non-DoD web sites, or advertise products for sale (e.g., memorabilia, command ball caps, etc.)
Additional web site guidelines are:

Military Security - No classified information or sensitive information that would reveal movements of military assets or the location of units, installations, or personnel where uncertainty regarding location is a security element in the military plan or program.

Personnel Security - No personal data on personnel assigned to units that are sensitive, routinely deployable, or stationed in foreign territories. No personal information on family members. Active duty personal information, if present, should be limited to that related to official duties (e.g., commanding officer's biography).

Web Site Presentation - Take advantage of the distributive nature of the web. A command's web site should not include material available on other Navy sites. Ensure your command web site has a link to the official Navy web site and/or the U.S. Marine Corp's site, as well as the parent command or Immediate Superior In Command (ISIC) homepage (where applicable), and the Navy and/or Marine Corps recruiting sites.

Photos - When publishing images on your command web site, especially photos of interest to news media (e.g., breaking news items, operations, exercises, etc.), be sure to immediately forward a high resolution copy of the image to CHINFO's Navy Visual News Service (formerly Navy News Photo). Navy Visual News Service, via CHINFO, is the Navy's sole release authority for visual information products. E-mail photos to: navynewsphoto@hq.navy.mil (See chapter on Photography for submission details).

Web Site Links - No links to various search engines or other commercial sites. This constitutes an endorsement that is prohibited by the Joint Ethics Regulation. The one exception is Adobe Acrobat because it is the only software available for viewing .PDF documents.

Data Collection - No persistent Cookies. The Navy is not permitted to collect personal information about visitors to military web sites without their permission.

WEBMASTER TIPS

Although most commands appoint a dedicated webmaster or information technology (IT) specialist skilled in Hyper-Text Markup Language (HTML) to create and maintain its web site (with PAO conducting content review prior to posting), several commands task the PAO to do both.

Depending on the webmaster's level of expertise and the availability of technology resources to do the job, a web site's design can vary considerably, from simple text and graphics to complex animation with embedded audio and video.

Below are some basic tips to consider:

Plan First, Design Later - If possible, decide on a theme for the web pages. Determine what goals the web pages should accomplish, then plan the web site's design layout. Keep a record of original plans and ideas, and refer back to them when creating the web pages.

Draft The Text - Decide what information to present in the web pages. Collect the data and then create the text. Afterward, the text can be converted into HTML code.

Gather Supporting Information - Identify and obtain glossaries, diagrams, image graphics, photos and/or addresses of other related web pages that help explain the information.

Organize The Content - Arrange the information into sections, each section representing a separate web page. Each web page should contain a separate concept or idea, and have enough content to fill a single screen. Decide what, if any, supporting documents are needed for each page. Identify placement of hyper-text links.

Examine Other Web Sites - Before designing web pages, take a close look at other sites which visually "look and feel" good. Determine what features you like about the web pages and consider how to incorporate those ideas into your pages. View the page's source code to see how it was done.

Check For Duplicates - Eliminate excess work by locating web sites that already contain information you want to feature. Instead of creating a duplicate page, simply add a link to the site. Remember; link only to DOD web pages.

Provide A FAQ - Plan to create a "Frequently Asked Questions" page to help educate "web surfers" on important topics.

Put Useful Content On Each Page - This is the web page design phase. Always include information of value to the reader on each web page. Even if the page only consists of a table of contents, try to put some useful information on the page. It gives the reader a reason to visit the web page time and time again.

Provide General Information - Each web page should be balanced to provide just enough background information to help the reader understand the content. If the subject requires lengthy write-up, consider making a separate web page that gives further details.

Hyper-Link Icons and Text - Use both to help the reader easily link to information. Although image icons add color and zing to a web page, some web surfers set their browers to view text only.

Use the Right Graphics - Graphics are a vital part of any web page but they must convey a meaning. They must have a purpose. Do it right and your visitors will take notice; do it wrong and you'll have a bunch of half-blinded web surfers who won't want to come back in a hurry! Too many graphics with jagged edges, wrong color combinations can make your pages annoying and hard to read. You wouldn't paint your home bright orange and stick purple neon lights above your door! So don't do it to your home on the web. Do not use flashing or blinking text or graphics.

Limit Web Page Size - Lengthy web pages, especially those filled with photos/graphics, greatly increases web browser "load-up" time. Recommend keeping total page content to less than 65k (kilobytes).

Proofread - Print out the web pages on paper and carefully check for spelling and grammar errors before uploading to the web site. Any mistakes will make readers think the web pages are unprofessional or inaccurate.

Update Routinely - Change and update the web pages on a regular basis. If the information on the web page never changes, people will have little incentive to revisit the web site in the future.

Additional Guidance:
For additional guidance, contact the webmaster at the office of the Chief of Naval Information (CHINFO) at: webmaster@chinfo.navy.mil.

Chapter 7

Collateral Duty Public Affairs

In this chapter:
- **Introduction**
- **Role of the PAO**
- **Duties of the PAO**
- **The Basics of Public Affairs**

INTRODUCTION

In the "Information Age," the currency is information. Customers are buying. We can make sure they "buy" from us.

As a member of the Navy Public Affairs Team, your job is to deliver truthful, timely and relevant information to your customers - the Navy family and the American public.

Information is power…only when shared. This handbook will help to share the right information, in the right way, at the right time.

This handbook draws from previous documents and current resources. It's a practical and deliberately streamlined guide for how to conduct a Navy public affairs program.

It is *not* a directive and does *not* supersede any regulations or standing orders. Refer to it regularly.

It will not answer every question, and should not limit your imagination and initiative. Use it to help focus your energies and target your efforts.

ROLE OF THE PUBLIC AFFAIRS OFFICER (PAO)

The Collateral Duty PAO is an essential member of the Navy's public affairs community. Since the Navy has a limited number of designated restricted-line public affairs officer (1650 designator) and

journalists (JO rating), many commands depend on collateral duty PAOs to carry out their public affairs program.

This can be the most exciting and important collateral duties in the Navy, and is generally assigned to a trusted profession in most commands.

Your work will have a direct impact on the entire crew. As collateral duty PAO, your main task is to facilitate and enhance communication between the commanding officer and crew, and between the command and the public.

Your success is a direct result of the energy and enthusiasm you put into the job. While the demands of this collateral duty can sometimes be high, the rewards are also high.

Supplement it with other resources and contacts listed at the end, and never hesitate to consult another public affairs officer or colleague.

When you are on the front line and occasionally isolated, remember that help is only a page -- or a phone call -- away.

- Develop a command internal information, media relations and community relations program.

- Implement and maintain an active Fleet Hometown News Program.

- Handle requests for information about your command from the media and the public.

- Prepare news releases about your command and its people, market them to command newspapers and "niche" publications (such as Naval Aviation News, All Hands, etc).

- Submit action photographs to support your releases.

- Involve your command in community relations efforts such as partnerships-in-education, goodwill projects, and civic and charity programs.

- Evaluate potentially adverse incidents or situations, consult with a full-time PAO, and recommend a public affairs "course of action" to the commanding officer.

- Ensure all material you prepare or chop for release is free of classified or sensitive information. In cases of death, injury or other sensitive issues, assure family members have been notified before releasing victims' names.

- Ensure all photography accompanying a release is free of classified information and safety discrepancies.

- Host visitors to your command.

- Maintain an up-to-date web page.

THE BASICS OF PUBLIC AFFAIRS

The Navy has always depended upon communication and free-flowing information to maintain morale, team cohesiveness, and public understanding. The Navy Public Affairs Team performs this critical mission.

The Navy's policy is taken from Department of the Navy Public Affairs Policy and Regulations (SECNAVINST. 5720.44A, CH-1). The basics are:

- Make information fully and readily available unless precluded by current and valid security classification.

- Ensure a free flow of general and military information to the Navy family without censorship or propaganda.

Ship port visits, VIP and celebrity tours, command milestones and major accomplishments, news events and homecomings are just a few of the ways you can promote your command.
US Navy photo

- Not classify or withhold information simply to avoid criticism or embarrassment.

- Withhold information only when disclosure would adversely affect national security or threaten safety or privacy.

You may occasionally find it useful to remind reluctant sources of these standing regulations.

Inform the American Public *and* Navy Personnel.

Why should we communicate with the media and the American public? It is in the Navy's best interest to make available timely and accurate information so that the public, Congress and the news media may assess and understand the facts about national security and defense strategy.

Taxpayers have a right to know. All Americans are privileged to be free to choose whether and when to serve in our armed forces. Yet we sometimes forget that we serve the taxpaying public.

Remember:

- The taxpaying public supports and finances the Navy.

- The taxpayers are "the boss" because they pay our salaries and foot the bill for our missions.

- As "the bosses," taxpayers have a right to know how we are using "their money."

- _Informing Sailors increases morale._ Sharing information is a way of sharing power. It is essential to any mission, but it also shows respect and consideration and thus boosts morale.

   Most of us can easily think of an occasion when we were demoralized as a result of being "left out of the loop." A strong command public affairs program minimizes such occasions. Information, shared quickly and fully, is a surprisingly powerful team-builder and motivator.

Remember:

- Information is power and should be shared.

- Both good news and bad news should be communicated quickly.

- Your shipmates depend on you to "get the word out."

   Remember, too, that deckplate Sailors are the Navy's best ambassadors. If we want them to help tell the Navy story, we have to tell it to them first!

Chapter 8

Media Relations

In this chapter:
- **Media Relations**
- **Why Work with News Media?**
- **The Communication Process**
- **Fundamentals of Media Relations**
- **What to do…Before, During and After a Media Interview**
- **Media Embarks and Escorts**
- **Media Queries**
- **Crisis Response**
- **Press Releases**

MEDIA RELATIONS

Navy people are the foundation of our public affairs programs. Telling their stories to the world outside the Navy is also part of our job.

As media consumers, we are all aware of how the media affects our understanding of our world. As users of the news media channels, Public Affairs Officers must also be aware of how the news media affects the public's understanding of the Navy and be willing and ready to participate in that process.

Most junior public affairs officers focus their communication efforts on internal media such as command newspapers. However, you shouldn't overlook opportunities to tell the Navy story to civilian external media.

Occasionally an incident will occur which requires you to deal with external media under sensitive and timely circumstances -- and the stakes can be high. With preparation and support, you will respond to these circumstances professionally and confidently.

WHY WORK WITH THE NEWS MEDIA?

- They provide access to the Navy's key customer, the general public.

- They help us tell the Navy story.

- If we don't tell our story, somebody else will.

- It's the necessary and right thing to do.

UNDERSTANDING THE COMMUNICATION PROCESS

The two words "information" and "communication" are often used interchangeably, but they signify quite different things. Information is "giving out"; while communication is "getting through". Effective communication is a systematic, yet simple process. Each step in the cycle builds on the previous one.

Identify the WHY? - Why do you want to communicate? What do you want to accomplish? Once you define the purpose for communicating and its benefit to the Navy, you can more readily aim your communication to achieve those results.

Define the Audience - Audiences can be defined by various qualities: age, geography, gender, education, and other such categories as interest or experience level. Since the Navy is a complex organization with many goals and potentially hundreds of valid messages, the communication challenge is getting the message to the "right" audience.

Your message may be directed to an internal audience (everyone on the Navy/Marine Corps Team: active duty, reservists, DON civilians, retirees and family members), an external audience or a combination of both. Defining the intended audience and knowing their interests will

greatly improve the odds your message is received and understood.

Ask the following questions to identify whom you really want to reach:

- What do they care about and what are their values?

- How do they get their information - via television, printed material, the Internet?

- Where are they (what part of the country, state or area of the community)?

- How much influence do they have?

- Are they capable of doing what you want them to do?

Develop the Message - Tailor your communication toward your target audience. Speak on their level and in a manner that reflects their values and concerns. For example, a message to an audience of 18-to-25 year-olds will be different from that to retirees. Once you've determined your primary message, form a series of communication points -- short informational statements that showcase your position and give the message substance. It's usually the simplest messages -- well-substantiated and often repeated --that create the most powerful impact, that accomplish something. If your message is "the readiness of the ship", the communication points are the ship's high-tech equipment and the ship's crew which give ship life. By weaving communication points into the message, you are telling the public "why" along with "who, what, where and when."

Another aspect in developing the message is determining the profile you'll adopt. The choice varies from the "full court press" of a pro-active approach, to a reactive mode of responding only when asked, to doing nothing. Let the situation dictate the appropriate high-level or low-level profile.

Remember: Even though it may not seem like news to you - civilian media may feel differently. U.S. Navy photo

Determine the Medium - Model your message to the medium your audience uses. A message of great interest to a local audience should be marketed to local newspapers and broadcast outlets, and perhaps to local community groups so your audience can learn more about it. If your communication goal (purpose) is to increase Navy-wide awareness of your command's participation in a national event, use internal media products (Navy Wire Service, All Hands magazine). Also be aware of the differing needs of the media. Although newspaper, radio and television media may tell the same story, they use differing methods to showcase their product. Choose the medium that reaches the right audience with the most impact. Don't overlook the capability of speeches, ceremonies, public visiting opportunities, aviation flyovers, billboard signs, displays, and commander's call to communicate the message.

Sample and Evaluate - Test-market your message in some limited way before you launch your full-scale communication plan. Discuss your plan with a few members of your target audience and perhaps neighbors and friends. Does this plan make sense? Do your "trial audience" members understand it?

Send the Message - Once you've identified your goal, audience, message and communication points, and the media you'll use, you are ready to communicate. As you move your communication products into the information marketplace, look for ways to get "more bounce for the ounce." Consider

various channels within the chosen medium to send the message to different audiences. If you use only one channel, you are likely to miss an opportunity to reinforce your message. To maximize the bounce, analyze your Navy story for every possible <u>local</u> angle. A story developed for internal media can be re-worked and tailored for external media. A resource like Fleet Home Town News Center can market your Navy stories to local media in multiple markets.

Monitor Distribution - Don't assume that just because you sent it the message is going to get to your audience. Confirm receipt and find out when the product will be run. Then track the message to ensure the communication cycle isn't broken.

Receive Feedback - An often-neglected step in an otherwise well-planned communication strategy, feedback is essential in determining your success in getting the message out. Then you can assess the need to fine-tune and decide what elements of your communication plan (if any) to eliminate or adjust.

Evaluate Results - It's important to recheck your target after you've "fired" your message. Begin by studying media coverage immediately. Is press coverage positive or at least "balanced"? Is your position or side of the story being told? Public reaction is another evaluation indicator. Are you getting more or fewer phone calls on the issue? Is the public doing what you intended? Once you've studied your feedback, determine how close you are to achieving your objectives. Then go back to Step One - re-ask "why?"

The communication process should be a continuous, planned flow of information with course adjustments along the way. Use it to your advantage.

THE FUNDAMENTALS OF MEDIA RELATIONS

As previously discussed, know <u>why</u> you want to communicate. What's your objective other than giving an interview because you were asked?

- Know what you want to say. Plan how to say it. Seize the opportunity to say it.

- Be honest and as open as you can.

- Never say "***no comment***." If you can't give an interview or can't answer a particular question, explain why.

- Act. When news is breaking and timeliness is critical, especially in times of crisis, don't become bogged down in bureaucracy. Consult quickly with your supervisor and an experienced public affairs officer, know your clearance procedures, then pick up the phone.

- Maintain good working relationships with the media. Get to know your local reporters before a crisis occurs.

- Treat <u>all</u> media representatives equally. Don't play favorites.

Before a Media Interview:

- Prepare, prepare, prepare. Do your homework. Get background on the reporter and the media organization. Learn as much as possible, without being pushy, about the reporter's assumptions and intended questions.

- Understand the needs of the journalist. Know the deadline.

- Develop three communication points.

- Decide who should be interviewed, and where it should take place.

- Prepare the source. Practice the communication points. Do a trial run.

- Clarify the ground rules. In most cases, everything will be on-the-record unless discussed and arranged in advance by an experienced PAO.

- Consult with your Immediate Superior in Command (ISIC) or, if necessary, your squadron PAO.

During a Media Interview:

- Always tell the truth.

- Relax. Be yourself.

- Don't guess. If you don't know, say so.

- Avoid military or technical jargon.

- Answer directly. Give the bottom line first.

- Listen carefully.

- Correct the record right away if you hear something false.

- Clarify yourself if you feel misunderstood.

- Know your limits, and stay within them.

- Take your time. Don't let the discomfort of silence prompt you to chatter.

- Maintain eye contact.

- Be modest but confident.

- Answer the questions, but transition whenever possible to your communication points.

After an Interview:

- Thank the reporter for the opportunity.

- Clarify any points that were unclear.

- Make yourself available for follow-up and fact-checking.

- Debrief the interview with the source and/or your ISIC PAO or a public affairs colleague.

- Critique the interview and develop your confidence for the next one.

MEDIA EMBARKS AND ESCORTS

Hosting media visits to Navy installations and ships is a very effective way to tell the Navy story. Reporters who embark on ships, observe operations and exercises, and talk to Sailors will come away with a lasting and positive impression of their Navy at work.

Tips For Preparing For Embarks:

- Hold a pre-visit briefing well in advance for major embarks. Introduce the CO and other key players if possible.

- Review "ground rules" and assign escort officers.

- Don't expect reporters to stay in a large group; TV, wire service and newspaper reporters have different needs.

- Prepare a checklist for reporters visiting ships, including where to report in emergencies, designated

  "off-limit" areas, what to do in case of general quarters, and any photo restrictions.

- Inform the crew in advance.

- Get the reporter's name, affiliation and duration of visit. Consider issuing ID badges or cards.

- Plan appropriate accommodations if required.

- Know the regulations regarding release of commercial messages from ship (NTP9/Navy Communications Manual).

- Ensure that reporters understand the need for a security review of messages transmitted from ship, and emphasize that the review is for classified information only, not for censorship.

- If an accident happens while media are visiting, share the news quickly and honestly--keeping security and family privacy concerns in mind.

- Help reporters cover emerging stories if at all possible, without interfering with operations.

Tips For Escorting The Media:

- Develop a plan to include the most important and visual elements.

- Greet the media upon arrival, and ensure they are escorted at all times.

- Offer reporters a "press kit" which includes photos of the command and the CO, a welcome aboard brochure, and other unclassified information that has been requested.

- Be aware at all times of the surroundings and conversation. Show your command's best light.

- Give a tour of unclassified spaces that depict command mission.

- Arrange informal interviews and photo shoots with Sailors.

- Arrange coffee, snacks and meals when appropriate.

- Arrange accommodations if needed. (O-4 accommodations are appropriate when available.)

- Avoid conflict with shipboard evolutions, exercises and drills.

General Media Reminders:

All media requests to talk with command members or to visit your command should be coordinated through your operational commander or Immediate Superior in Command (ISIC).

- Navy people are the foundation of our public affairs program. Help them to tell their own story, and then trust them to do it well.

- Don't overlook good news; take the initiative to get the word out.

- You always have the right to remain silent, but the Navy's critics will not.

MEDIA QUERIES

Media and public queries are most often in response to a news event, an embark or a breaking-story based upon a mishap, casualty or incident. If a query is received at the command, ask the individual for as much specifics as possible. In the event the situation involves personnel casualties or property damage, write down the query and

inform the caller you will research the information and call back with the facts. Do

not speculate or otherwise provide information regarding any incident until approved guidance has been provided from your TYCOM PAO who will work with you to give the appropriate response. If there is any reason to believe that time-sensitive information you have has the potential to become "news", contact your Numbered Fleet and Operational Commander's PAO immediately.

CRISIS RESPONSE (ACCIDENTS AND INCIDENTS)

It is Department of the Navy (DON) policy to *make available timely and accurate information* to media, private citizens and to the men and women of the naval service without censorship or propaganda. The Public Affairs Officer plays a pivotal role in crisis response. If an accident or incident occurs involving or potentially involving significant property damage, serious injury, or death, a news release message must be sent out as soon as possible, preferably within an hour. Such incidents may include:

- Deaths
- Fire, explosions
- Oil spills
- Aircraft crashes
- Accidents
- Members accused of crimes

The quick release of information prevents or dispels rumors and inaccurate news reports, which can cause unnecessary anguish and alarm. Prompt release also emphasizes the Navy's concern for the public's right to know. If you are underway when an accident occurs, the only means to get out a press release may be via Naval message (separate from the OPREP or SITREP).

When writing your release, remember:

- Present all known facts without opinion.

- Don't withhold or cover up bad news.

- Never speculate about "why" an accident/incident occurred.

- Guard classified information.

- Release pertinent unclassified information.

Include in your initial release:

- Type of accident/incident.

- Location and time.

- Persons involved.

- Number injured/killed, military or civilian.

- Place of departure and destination (if unclassified).

- Pertinent unclassified facts about the mission at the time of the accident.

NOTE: Never speculate about cause or responsibility. Use this statement: "An investigation is being conducted to determine the cause of the accident."

When preparing to distribute a release, remember:

- Maximum disclosure with minimum delay.

- Ensure that next of kin are notified before names are released publicly.

- Report information to higher authority via your chain of command by the

fastest means available, including message and telephone.

- Be familiar with OPNAVINST 3100.6e , Special Incident Reporting (OPREP 3) and unit SITREP procedures.

- Include Fleet Hometown News Center on messages identifying casualties.

- Address your release to everyone addressed in the OPREP 3, plus CHINFO Washington D.C.//00/02//. See OPNAV 3100.6e for required addressees.

- Know your command's operational risks, key personnel, and chain of command before an incident occurs. Be familiar with Annex F to your Fleet OPORDER.

- Consider preparing a "crisis response" kit which includes checklists and fill-in-the-blank press releases. For more information, see PA REGS Chapter 8.

CRISIS RESPONSE AND EMBARKED MEDIA

News of accidents with serious injury or death and other unusual occurrences should be released to correspondents on board, keeping security in mind. If at all possible, help embarked reporters cover emerging stories, however, managing the problem takes precedent over news coverage. Do not try to hide a problem from embarked media!

At the very minimum, the media should be told that an incident has occurred, with details and coverage opportunities provided as soon as feasible. Releases should also be provided to embarked national media representatives when resorting to a higher authority for clearance would be inappropriate and entail unacceptable delay (PA Regs Article 0302/Release of Information).

Immediately after releasing information to embarked media, report the incident and release details by immediate precedence message to the chain of command and CHINFO. State in the message that news media were embarked during the accident/incident. Reports may be incorporated in the Unit Situation Report (SITREP) or OPREP 3 reporting system, but a proposed news release is still required.

WRITING A PRESS RELEASE

The Navy relies on press releases to keep Navy stakeholders -- sailors, community residents, Congress, the general public -- informed of all relevant news, good and bad, within the Navy community. For release authority, review Public Affairs Regulations.

5 W's And the H

Who, what, where, when, why and how? These are the basic elements of any press release. Although not all elements apply to all releases, you should begin with the assumption that they do.

Who did the action? (ie: your command, commanding officer, or a member of your command)

What happened? Explain as simply and concisely as possible.

Where did it happen? Keep your audience in mind when deciding how much detail to include.

When did it happen? If the event is no longer timely, consider the word "recently," or opt not to write a press release.

Why did it happen? Take care not to release sensitive information, but try to include some context.

How did it happen? Offer concise and relevant details only, again taking care not to include sensitive information.

Write Releases In Pyramid Style

The journalism-school standard for writing press releases is called "inverted pyramid style." This means that you should put the most important information (who, what, when, where and how) in the first paragraph, and embellish with background and context lower down in the release.

The inverted pyramid style was originally intended for ease of editing, allowing editors to "cut from the bottom" in order to fit a news hole. It also helps the reader and increases the likelihood that your release will be used. The pyramid style differs significantly from much government writing (such as Naval messages), which offers background and context first and gives the conclusion, or action, at the bottom. With practice, you'll be able to shift from one style of writing to the other with ease.

Press Release Checklist

Prior to distributing your release, try this mental checklist:

- Is the event newsworthy?
- Does the release make sense, and follow a logical order?
- Does it reflect Navy policy?
- Does it include facts only, and no opinions (unless attributed)?
- Is the most important information in the first two paragraphs?
- Is the information unclassified, accurate, and in good taste?
- Is the information as timely as possible? (1 hour or less is recommended for serious accident or injury.)
- Have you used common, simple words?
- Have you eliminated military jargon?
- Did you add a relevant quote in the release?
- If the release is in response to injury or death, have the next of kin been notified?

- If the event is an accident or incident, did you mention that an investigation is under way?
- Does the release protect the privacy of family members? (i.e., does not include the names and addresses of spouses.)
- Did you include a contact name and phone number for media follow-up?
- Did you mention the availability of photos or enclose one?
- Did you include as much information as possible without delaying the release?
- Has the information been approved for release?
- Have you targeted your release for the appropriate audience?
- Has Fleet Home Town News (FHTN) been included on the Navy message?
- Should a copy be sent to the Navy Wire Service?
- Is your local media list up-to-date?

Ideas for "good-news" press releases are: operations/exercises, milestones, partnership education programs, overseas community relations projects, command or personnel accomplishments, change of command and special events.

Fill-in-the-Blank News Releases

Four common types of news releases you may have to prepare are: Return from Deployment (Homecoming), Change of Command, Retirement and Awards. Below are a sample of fill-in-the-blank stories for these types of releases. They may also be modified slightly for use with other types of stories such as promotions and reenlistments.

*** Simply substitute your own information in the underlined areas:*

HOMECOMING STORY FORMAT --**SAMPLE**

FOR IMMEDIATE RELEASE   **DATE OF RELEASE**

HEADLINE

BYLINE

DATELINE --- The <u>Norfolk</u>-based <u>Guided Missile Cruiser</u> USS <u>Always Sailing (CG 78)</u> returns home <u>Tuesday, (March 15)</u> following a <u>six</u>-month deployment to the <u>Mediterranean</u>.

     The ship's <u>390</u>-man crew steamed more than <u>50,000</u> miles in support of <u>replenishment operations</u> with the U.S. <u>Sixth</u> Fleet.

     During inport breaks between military training exercises, crewmembers enjoyed sight-seeing and shopping in <u>Corfu and Rhodes, Greece; the isle of Palma De Majorca, Spain; and Naples and Trieste, Italy</u>. The crew also <u>spent two days rebuilding an orphanage in Gaeta, Italy</u>.

     USS <u>Always Sailing</u> is commanded by <u>Capt. Ryland Ford III</u> of <u>Portland, Maine</u>, and is a unit of the U.S. <u>Atlantic</u> Fleet's <u>Cruiser Destroyer Group Four</u>.

                                    -usn-

CHANGE OF COMMAND STORY FORMAT --SAMPLE

FOR IMMEDIATE RELEASE   **DATE OF RELEASE**

HEADLINE

BYLINE

Command of the <u>Norfolk</u>-based <u>carrier USS Minnesota Vikings (CVN 96)</u> will change hands

<u>Monday, (March 2)</u> when <u>Capt. Stephen Kennedy</u> relieves <u>Capt. George Wilkins</u>. The ceremony

will be held at <u>10 a.m.</u> at <u>Pier 12</u> on <u>Naval Station Norfolk</u>.

   <u>Kennedy</u> was previously assigned as <u>chief of staff officer to the U.S. Atlantic Fleet's Cruiser

Destroyer Group Twelve</u>.

   A <u>1958</u> graduate of the <u>Naval Academy</u>, <u>Kennedy</u> served aboard <u>destroyers and frigates</u>

throughout his career. <u>From 1973 to 1975</u>, he served as <u>naval attache of the U.S. Ambassador to

Vietnam</u>. <u>A tour of duty with the staff of chief of naval operations followed</u>.

   <u>Kennedy</u> wears the <u>Navy Commendation Medal</u> and <u>numerous campaign medals and ribbons</u>.

   He is a native of <u>Histown, Ohio</u>, and currently lives in <u>Virginia Beach, Va</u>.

   <u>Wilkins</u> has orders to <u>San Diego, Calif.</u>, as the <u>commanding officer of the Naval station there</u>.

-usn-

RETIREMENT STORY FORMAT --SAMPLE

FOR IMMEDIATE RELEASE   **DATE OF RELEASE**

HEADLINE

BYLINE

   Master Chief Petty Officer Bo Sin Mate of Navytown, Pa. will retire from the Navy Friday,

(June 22) after serving 20 years.

   The master chief's last assignment was on the staff of the U.S. Atlantic Fleet's Naval Surface

Force in Norfolk, Va., where he worked in the administrative office since 1982.

   Mate enlisted in the Navy in 1966 after graduating from Norge High School in Navytown.

   Throughout his naval career, he served on carriers and cruisers homeported in San Diego,

Calif., Pearl Harbor, Hawaii and Norfolk.

   From 1968 to 1969 and from 1971 to 1972, he was stationed on the staff of the Commander,

U.S. Naval Forces Vietnam. He also served a tour of duty on the staff of the Commander in

Chief, U.S. Pacific Fleet from 1975 to 1978.

   Master Chief Mate, 40, plans to study business at San Diego College after his retirement.

<div align="center">-usn-</div>

AWARDS STORY FORMAT --SAMPLE
FOR IMMEDIATE RELEASE   DATE OF RELEASE

HEADLINE

BYLINE

Navy Petty Officer <u>Second Class Ready T. Goe</u> of the <u>Mayport, Fla.</u>-based <u>frigate</u> <u>USS Ship (FG 72),</u> has been awarded the <u>Navy Commendation Medal</u>.

<u>Goe</u>, a <u>23</u>-year-old <u>Electricians Mate</u>, was cited for "<u>outstanding professional work in keeping the ship's navigation and weapons guidance systems equipment ready for sailing</u>."

A <u>1973</u> graduate of <u>White Plains</u> High School in <u>LaCrescent, Minnesota,</u> <u>Goe</u> entered the Navy in <u>1974</u> after attending <u>Tibbs Vocational College</u>.

He is married to the former <u>Georgia Peach</u> of <u>Hertown, Ga.</u>, and they reside in <u>Jacksonville, Fla.</u>

USS <u>Ship</u> is the Navy's <u>newest frigate to join the Atlantic Fleet</u>.

-usn-

Chapter 9

Photography and Visual Imagery

In this chapter:
- **Seven Basic Guidelines of Navy Photography**
- **Caption Content and Tips**
- **Visual Information**
- **Reference Identification Number (VIRIN)**
- **Visual Image Suites**
- **Visual Image Resources** (Detachments & Photo Labs, Defense Visual Information Center, Navy Combat Camera)
- **Historical Image Resources** (Naval Historical Center, National Archives And Records Administration)
- **Navy Visual News Service** (NVNS Submissions)

PHOTOGRAPHY AND VISUAL IMAGERY

"A picture tells a thousand words." Even in the new millennium, the old cliché rings true. Statistics show most people glance through newspapers and magazines, and rely on photos to tell the story. Good photos will entice them to read the text.

Visual imagery readily tells and sells the Navy story to the media, elected officials and the public. In this vein, images of forward-deployed Sailors and Marines are powerful communication tools. Start to think of any published image as a potential tool of national policy.

Regardless if a Photographer's Mate is assigned to your command, you probably use photo resources for reenlistments, news releases or cruise book material.

Remembering a few basic rules can improve the photo's quality and the chances of getting it published. The same rules apply whether the photo is for All Hands magazine, the local base newspaper or CHINFO's Navy Visual News Service (formerly Navy News Photo Division).

Basic Guidelines of Navy Photography

Photos are useless without captions! Start the caption with an active verb and describe the most important action. Use complete names, ranks and titles. Give additional background about what is happening.

- People, not hardware, make the best subjects. Relate the person to their job – don't take a picture of the mess specialist of the year in the engine room or on the foc'sle.

- Make sure there are no uniform or grooming standard violations in the photo.

- Ensure there are no safety violations and that the subjects are wearing appropriate protective gear.

- Make sure the subject's face can be seen clearly, but don't encourage "mug shots" for the camera.

- Avoid dark backgrounds, especially if the subject is wearing dark clothing or has dark hair or skin.

- Avoid the "line-up" whenever possible. It's boring and individuals are often difficult to see.

PHOTO CAPTIONS

The caption (or photo cutline when used in news media) is critical, as it explains the action in the photograph to the reader. Captions should include the basic

information one would include in the first paragraph of a press release. Detailed and accurate captions are crucial, and every photo needs one. Proper caption content and style ensures a better chance of the photo being published.

Tips About Captions:

It should answer the questions: Who? What? When? Where? Why? How?

- Make the caption write-up interesting and ensure it's complete, accurate and brief.

- If an individual is the primary focus of the photo, be sure to include the member's hometown information. (e.g. - Seaman Smith, a Hometown, USA native…)

- When weapons or unique systems are visible in an image, be sure to completely identify the type, series, model, etc.

- Limit the caption to one paragraph. Ensure the caption contains "credit by-line" information of the photographer, photographer's command, and location/date photo was taken.

- Assign a Visual Information Reference Identification Number (VIRIN) to the image.

Visual Information Reference Identification Number (VIRIN)

The VIRIN is an alphanumeric filename, widely used within DoD, for database management and archiving purposes of visual information products in all its mediums. Consisting of 15 data elements,

the VIRIN can be broken down into four distinct information fields. The result is a VIRIN code in the following format (**N** = numeric digit; **A** = alpha character):
NNNNNN-A-NNNNA-NNN

VIRIN Field One - This six-digit code identifies the year, month and day the image was acquired or originated (e.g. - 6 May 2000 would be shown as 000506).

VIRIN Field Two - A one-character alpha designation identifying the originator's service activity.
A = Army; N = Navy
F = Air Force; M = Marine Corps
G = Coast Guard
D = DoD civilian employee in joint or other non-service specific organizations
O = all non-DoD civilians and coalition/allied forces.

VIRIN Field Three - The five-character code identifying the last four digits of the originator's social security number (Note: use 9999 for coalition and allied forces), followed by the first initial of their last name.

VIRIN Field Four - A three-digit sequential number (starting with 001) that differentiates individual images and motion media footage acquired or originated by the same individual on the same day. (e.g. - an originator's fourth image taken on the same day would be shown as 004).

VIRIN EXAMPLE: If Navy Petty Officer Third Class John Doe, SSN 123-45-6789, acquired his fourth image of the day on 6 Oct 1999, the VIRIN would be 991006-N-6789D-004.

VISUAL IMAGERY SUITES

With the advent of digital cameras, desktop hi-resolution and color printers, and other technology advances, several Navy commands now provide their own visual imaging service. In addition to being cost effective, it gives commands greater flexibility in how products are used. Digital images can readily be inserted into documents and e-mail, web pages and of course, made into photo prints. Before purchasing an imaging software/hardware suite, consult the nearest Navy visual imaging center or photo lab for advice on selecting the best products.

VISUAL IMAGERY RESOURCES

Unless your command has a dedicated Photographer's Mate or an in-house photo lab, obtaining visual imagery support may seem tedious, but it doesn't have to be. There are several Navy and DoD sources that provide visual imagery support. The key is knowing who they are and what services they offer.

Navy Visual Imaging Detachments and Photo Labs

These facilities offer basic still/digital photography services, such as studio portraits, passport and full-length personnel photos, film processing, and photo duplication and printing. Most can provide photographers to cover official command functions (change of command, reenlistment, awards, and frocking / advancement ceremonies). Their photographers will normally cover events in support of Navy public affairs. Some facilities also perform official command photographs (i.e.: aerial still photos of ships). Contact your regional or Type Command PAO to locate the nearest facility.

Defense Visual Information (DVI)

DoD's one-stop shopping place for visual imagery. Official requests for DVI products must be made in writing on command letterhead, stating the item/s needed, and how it will be used. DVI can also assist in obtaining and creating DoD video productions and current imagery CD-ROM collections. DVI also has a web site (http://dodimagery.afis.osd.mil) to view and download available products. For more information, contact:
Defense Visual Information Center (DVIC)
1363 Z St, Bldg 2730
March Air Reserve Base, CA 92518-2073
Phone: (909) 413-2515 / DSN 348
Fax: (909) 413-2525

Navy Combat Camera
With two primary units, one serving the Atlantic Fleet concentration, Navy Combat Camera provides rapid response still, video and digital documentation of combat operations, exercises and military intervention in humanitarian/civil relief efforts. Combat Camera facilities are also capable of providing aerial, night vision, and underwater photography (both still and video), as well as video editing. Requests for Combat Camera services should be made in writing via Naval Message. For more information, contact:
Atlantic Fleet Combat Camera
9376 Third Avenue, Suite 100
Norfolk, VA 23511-2498
Phone: (757) 444-2971 / DSN 564

Address Message Tasking Requests to:

To: USACOM NORFOLK VA//J36//
Info: CNO WASHINGTON DC//NO9C4//
     AMFINFOS WASHINGTON
     DC//DVI/JCCC//
     CINCLANTFLT NORFOLK
     VA//N3/N3VI//
     FLTCOMBATCAMLANT NORFOLK
     VA//

HISTORICAL IMAGE RESOURCES

The Naval Historical Center - located in Washington, D.C., the Center's Photographic Section has extensive pictorial reference files on all aspects of naval history. Most of its collection includes photographs and illustrations of U.S. Navy subjects made prior to 1920. The Center also maintains a wide selection of unique photography from later years. For further information, contact:

Naval Historical Center
805 Kidder Breese SE,
Washington Navy Yard
Washington DC 20374-5060

Phone: (202) 433-2765 / DSN 288

National Archives and Records Administration - The National Archives' Still Picture Branch maintains most Official Navy Photography taken from about 1920 to 1982, including pictorial coverage of World War II and the Korean and Vietnam Conflicts. It also holds older photographic files of the Army, Marine Corps and many Civilian Government Agencies.
The National Archives can provide VERY LIMITED RESEARCH SERVICES in response to written and telephone inquiries. Such requests should be as specific as possible concerning names, dates, places and other aspects of the pictures requested. For more information, contact:

Still Picture Branch (NNSP)
National Archives & Records
Administration
8601 Adelphi Road
College Park, Md 20740-6001
Phone: (301) 713-6660

Navy Visual News Service

There's a great demand for current Navy imagery, regardless of format (still/digital photos, processed and unprocessed film, and videotape). Particular interest exists for real time/near real time imagery of forward deployed military operations, especially those depicting the people, equipment and significant events experienced by our military members.

Navy Visual News Service (NVNS) meets this vital need. When imagery is received on a news event, NVNS has release authority to send it directly to the Joint Combat Camera Center, the National Archives (for historical purposes), and national and international media such as Associated Press, Reuters, The New York Times, CNN, etc.

Remember that although a regional PAO may release imagery directly to local media, CHINFO (via NVNS) must approve all releases to national and international sources. In the event of breaking news, a local or regional PAO may make a national/international release, but must forward a copy of the image and caption to NVNS immediately. This includes those images published on a command web site (www = world wide release).

NVNS Submissions

Timely receipt of VI products is vital, especially if the image is intended for release to media. Images can be forwarded to NVNS electronically, via modem, as a computer file on disk, or via e-mail. As a last resort, forward your unprocessed film, conventional photos or videotape. If requested, NVNS will return original negatives and single-issue hard copy prints to the originator.

All submissions to NVNS should be cleared for security review by the command PAO or designated representative as expeditiously as possible.

When forwarding imagery to CHINFO, quantity is not as important as quality. Four

to six images every other day during important at-sea operations are more than enough. During major events (like Persian Gulf operations, Non-Lethal Evacuation Operations, major exercises, etc.) more extensive photographic support may be required; be prepared to discuss this with NVNS and operational units.

Digital Imagery - At minimum, digital photographic scanning should produce a 300 dpi "jpeg" format with 5"x7" orientation. If using file compression software, select the lowest compression setting possible for best resolution quality. Digital images should be sent with all color balance, contrast, and brightness controls unchanged as provided by the scanning software only. Make no corrections after scanning prints or negatives. Direct digital camera files should produce at least a 4MB uncompressed file. Images should be free of dust, scratches, hairs, etc., prior to transmission.

E-mail Transmissions - NVNS has two separate e-mail accounts, one for digital imagery, the other for motion video. Limit digital images to no more than three per e-mail. The e-mail address for digital images is: navynewsphoto@hq.navy.mil/
For motion video, the address is: video@hq.navy.mil/

The influence and impact your photographs and visual imagery can have on the world's audience is immeasurable. Think of Navy Visual News Service as your agent in marketing that imagery to the world. Once received, it's their responsibility to get it published.
For further guidance, contact NVNS at:

Director Navy Visual News Service
2713 Mitscher Road, S.W.
Washington, D.C. 20373-5819
E-mail: navynewsphoto@hq.navy.mil
Telephone: (202) 685-6687 / DSN: 325
Fax: (202) 685-6692

Videotape Products - Preferred format for videotape submissions (in descending order) is BETACAM-SP, DVCAM (digital camera), Hi-8, Super VHS, VHS and 3/4" videotape.

Chapter 10

Shipboard Public Affairs

In this chapter:

- **Before You Sail Checklist**
- **Fleet Home Town News**
- **Navy/Marine Corps News**
- **Familygrams / Port Visits**
  (Port Guides / Inport Tours)
- **Ship Newspapers**
- **Welcome Aboard Brochures**
- **Translation Services**
- **Music for Official Occasions and Navy**
  Ceremonies
  (Navy Bands, Pre-recorded Ceremonial
  Music, Foreign Anthems)

Introduction

In the world of Navy Public Affairs, the shipboard PAO does it all. Not only do they coordinate and manage media, community and internal relations programs; they also have to support the specialized needs of a deployable unit. This chapter outlines various programs and products you'll want to use to prepare for a successful deployment.

BEFORE YOU SAIL CHECKLIST

You can't begin preparations for deployments too early. A review of your public affairs program may reveal items you'll need in addition to those listed below, but here's a start:

- Update and continue to maintain your Fleet Hometown News master file. Deliver or mail your master file (keep a copy for your command) to the FHTNC in Norfolk about three weeks prior to deployment.

USS Kitty Hawk refuels at sea. U.S. Navy photo.

- While deployed, send master roster stories of command accomplishments/activities to FHTNC and Navy Wire Service via naval message.

- Include Fleet, Numbered Fleet, Type Commander and homeport base/station PAO as info addee on any PAO-related message. Try to put the word **PUBLIC AFFAIRS** in the subject line.

- Update ship's history and photo files. Send latest history, CO's bio with photos (color and black & white), and the ship's welcome aboard brochure to the Fleet, TYCOM and base/station PAO. These commands will be looking after your interests on the homefront, so keeping current command info on file is vital.

- Conduct pre-deployment briefs for family members to ensure they have a complete understanding about homeport family support organizations before the ship departs. Plan meetings between command representatives, support organization points of contact and family members. Ensure family members get a copy of a Family Service guidebook with names, addresses and phone numbers. This will save lots of anxiety and frustration.

- Plan to mail Familygrams on a routine basis (depending on size of ship, recommend once a month during a major deployment).

- Include releasable information about the cruise, pictures and messages from the ship's CO and other command repreentatives, along with phone numbers to the ship's information careline and the command Ombudsman.

- Consider arranging a "video greeting exchange" with the local Family Support Center. Families or loved ones can record video messages and see return messages at the same time. On the same note, videotapes sent from the support groups can be aired on the ship's closed-circuit television; and tapes can be made by the ship's crew and mailed to the support group.

- Check current Public Affairs annex to appropriate OPORDER.

- Review instructions and publications. Your files should include copies of PA REGS (SECNAVINST 5720.44A), plus applicable PA instructions from your FLT and TYCOM.

FLEET HOMETOWN NEWS

The Fleet Hometown News (FHTN) program is a fast and easy way to recognize the achievements of Sailors. Through hometown news stories, thousands of America's small town newspapers and large city community newspapers publish stories showcasing our Navy and its people. Radio and television stations and college/alumni publications also use FHTN stories. FHTN is unique in that external media "subscribe" to this program by using the Zip Code marketing system. Each year, the FHTN Center, located in Norfolk, Va., distributes more than a million news releases to these outlets. SECNAVINST 5724.3, and *Journalist Basic (3&2)* provide guidance on the FHTN program. The "FHTN Release Form," NAVSO 5724/1 (REV. 8-88), is available through the Navy supply system.

The FHTN program is simple to use and maintain. Some advantages include:

- Instructions for completing the FHTN Release Form are on the back of the form.

- To make the form less confusing for the "customer," you should complete blocks 1, 2, and 3 on a stockpile of forms in advance.

- Screen all completed forms to ensure legibility.

- Before mailing, ensure blocks 4 through 25 are completed according to instructions on the form's reverse side.

- FHTN process two types of submissions: Single (or Individual) story and the Roster story.

SINGLE STORY

While in your homeport, keeping an active FHTN program is easy. Individual stories are the only types of news events with which you need concern yourself. You don't have to write anything in order to successfully "place" FHTN stories on individuals! Mark the "X" for the event box in block 23; and mail the form to the FHTN center. If sending 10 or more forms at one time, prepare a cover memo.

Individual story ideas to forward to FHTNC include:

- Reporting aboard

- Promotion/Advancement

- Decorations and Awards (attach a copy of the citation to the FHTN form)

- Reenlistments and Retirements (attach servicemember's biography to the FHTN form)

ROSTER STORY

A roster story is a "core" story on an event that applies to all command members, such as participation in major exercises or deployments, operational missions and special events, like "Fleet Week" and port visits.

Story submissions don't have to be written in journalistic style--just provide a brief synopsis of the facts that answer the what, where, when and why. Individual release forms must accompany the roster story if no current "hold file" exists.

HOLD FILES

A hold file is a collection of news release forms on individuals in a unit that is held in an "active status" at the Fleet Hometown News Center (FHTNC). With an active hold file, a command can make a unitwide news release simply by sending the roster story by message to FHTNC via the chain of command.

If a command is involved in a newsworthy event, it's the quickest way to get the word out.

Any unit or detachment deployed 45-days or more can establish a hold file. Hold files must be established in writing 60-days prior to the scheduled event or deployment.

Upon commencement of a deployment, the hold file must be updated or "verified " in writing every 60 days--the verification statement may be that the hold file is current and accurate. If additions, deletions or changes have occurred, include them in the verification report. Once a unit returns from deployment, the hold file maintained at FHTNC will be deleted after a 60-day period.

DEPLOYED UNITS

Hold Files are for *DEPLOYED UNITS ONLY*. Deploying units should prepare and submit, in alphabetical order, its hold file to FHTNC 14 days prior to deployment.

If your unit has more than 100 individuals, creating a hold file may seem a daunting task. Here are suggestions for making the job easier:

- Ask the CO, XO, and CMC to advertise the FHTN program to the crew.

- Arrange a "sign-up for FHTN" drive. Set up a table on the mess deck to distribute and collect FHTN forms. Be sure to advertise the drive in the POD, bulletin boards, CCTV.

- Coordinate a schedule with Department Heads and Division Officers to pass out FHTN forms during quarters or morning muster, and have them forward completed forms to you.

- During a six-month deployment, a minimum of three news stories will automatically be distributed -- an initial pre-deployment story, a mid-deployment story and an end-of-deployment story.

- Have your office included in the check in process for new personnel reporting aboard. This is the best time to get your Sailors to fill out their information sheets, and for you to ensure your files are updated.

- Personnel reporting aboard ship during a deployment provide the opportunity to publicize the ship's efforts in newspapers back home.

RELEASES

Pre-Deployment Release. The initial message release is normally written by the Operational Commander's Public Affairs Office and released one week prior to deployment.

Mid-Deployment and End-of-Deployment Release. "Proposed Press Release" prepared by the ship or command in a message format and sent to the Operational Commander's PAO for release approval, with FHTNC and homeport NAVBASE/NAVSTA as info addee.

During deployment, periodically advise FHTNC of newsworthy events about individuals (Single Story) and the entire unit (Roster Story). As new Sailors check in during deployment, add them to your hold file (check block 23 prior to mailing the form). If multiple Sailors are promoted, just send a message to the FHTNC indicating the names, social security numbers and promoted-to ranks.

FHTNC EMERGENCY REPORTING REQUIREMENTS

In cases of death or serious injury, or other significant changes (arrest, divorce, address change, death/divorce of parents) take immediate action. Notify FHTNC by the fastest means possible (normally via message) to ensure a release is not made on an individual who's no longer with the ship. Remove the person's name from your locally maintained duplicate hold file.

PHOTO SUBMISSIONS

Photographs may be sent to FHTNC with news release forms but are optional. Use the following guidelines when considering preparing photo submissions:

- The simplest photo is the head and shoulders "mug shot."

- The person in the photo should not wear a cover when the photo is taken.

- If possible, include five black-and-white or color prints when mailing to FHTN.

- Prints should be no larger than 5" x 7".

- Mark the reverse side of photo with the subject's name and command. Use a grease pencil to avoid damaging the photo.

FHTN PRE-DEPLOYMENT CHECKLIST

60 Days Prior To Deployment

✔ Notify FHTNC in writing intent to establish hold file.

✔ Advertise program in POD, bulletin boards, CCTV.

✔ Distribute FHTNC forms to crew. Make it easy for them by filling in blocks 1-3 on stockpile forms prior to distribution.

30 Days Prior To Deployment

✔ Collect FHTNC forms from crew. Enlist aid from CMC.

✔ Review forms for legibility and completeness. Ensure all forms have names, SSN and signatures.

21 Days Prior To Deployment

✔ Submit proposed pre-deployment press release via message to Operational Commander's PAO, with TYCOM PAO, Base/Station PAO and FHTNC as info addees.

✔ Alphabetize forms.

✔ Make copies of FHTNC forms. Send originals to FHTNC and keep copies onboard for future use.

14 Days Prior to Deployment

✔ Mail or hand-carry originals of forms to FHTNC.

NAVY/MARINE CORPS NEWS

Navy/Marine Corps News (N/MCM) is a CNO-sponsored weekly TV news program aimed at active duty Navy and Marine Corps audiences, with Navy families/civilians as a secondary focus. The program is shown in some locations by local cable subscribers, increasing the Navy's interest in producing a show with wide audience appeal. If your ship plans to have an event or has a story which could appeal to a wide audience, consider sharing the story with N/MCN.

Here's what you need to know about Navy/Marine Corps News:

- The program is internal to the Navy.

- If you have a story with strong appeal for a wide audience, contact them directly at one of their field offices in Washington D.C., or at the Fleet Support Detachments in Norfolk, San Diego and Pearl Harbor.

- Some overseas locations have nearby Navy Broadcasting detachments that can produce your stories.

- The final taping/story packaging for Navy/Marine Corps News is done from the Naval Media Center in Washington D.C.

- Use the following guidelines to get your command's story on N/MCN:

- Contact N/MCN immediately with the story idea. They can provide guidance on submission requirements. If necessary, they can assist you preparing the story development.

- Research all facts, giving the anchors fodder for a proper read-in of your story.

- Always remember the 'who, what, where, when, why and how.'

- Always identify interviewees by name and title.

- Produce the video in the following formats, with preference in the order seen here-- Betacam, ¾ inch, regular BETA, 8mm, VHS.

Although some commands have the equipment and/or the technical expertise to produce their own video submission, it's not a necessity.

- Request assistance from an Armed Forces Radio and Television Service (AFRTS) unit. They may produce the story for you.

- Contact Combat Camera and ask them to film good stock video for you (preferably in the best possible video format available).

- If you have video recording equipment (or can obtain needed video), but lack an "editing bay" to piece the story together, have N/MCN do the editing for you. After preparing the "story narration script", send it to N/MCN along with two separate videotapes, one containing just the "B-roll"; the other the "on-camera interviews". If possible, annotate the location of selected B-roll views and interview soundbytes on the videotapes by "leader count" or "time frame" indicators.

You can reach Navy/Marine Corps News at the following address:

> **Naval Media Center**
> **Bldg. 168, 2713 Mitscher Road,S.W.**
> **Washington, DC 20373-5819**
> **Phone:**
> **News Director: (202) 433-6255 / DSN 288-6255   FAX: (202) 433-5778**
> **E-Mail: nmcn@mediacen.navy.mil**

FAMILYGRAMS

Familygrams are an important communications tool and morale-builder. They are intended to reassure Sailors' families and keep them informed of special events within the command, both inport and deployed.

The format of a Familygram can vary according to the command's print and photo capabilities, staff skills and time available to devote to the project. They often include a letter from the commanding officer, chaplain and the command master chief. They should always include names, telephone numbers and mailing addresses of your command's Ombudsman and local Family Service Center.

While a newsletter is the most common format, some commands develop creative alternatives, such as internally produced videotapes of special events, port visits, and holiday greetings to send home during deployment. Most spouse associations return the favor by sending a Familygram video to the ship.

The Familygram can be distributed by direct mail through database mailing lists of command personnel, or by printing a self-mailer and distributing to the crew. Remember your single shipmates also, and try to include parents and girlfriends / boyfriends in an expanded mailing list. Don't forget to include spouse associations on your master distribution list.

How To Get Started

- Check your PAO archive files for examples of previous Familygrams.

- Schedule Familygram production on a regular (monthly or quarterly) basis.

- Line up the CO, XO, Chaplain, Command Master Chief, Ombudsman for a regular series of notes, letters or other inputs to the Familygram.

- Get commitments from your local command photo lab, radio/TV station and printshop to help produce and distribute Familygram. Learn what assets are available to vary the format.

- Canvas the crew for people with the right skills who may be interested in helping to produce or distribute Familygram.

- Decide early on to have fun and be creative!

Contact your TYCOM PAO and network with other local PAOs for samples and advice on how to make your Familygram a lively and dependable source of information.

PORT VISITS

During deployment port visits, shipboard PAOs may be required to create a port guide for the crew or to plan inport tours.

PORT GUIDE. A Port Guide is a booklet or flyer containing concise information on the port-of-call or specific area of deployment. It should be small enough to fold and/or to fit into a pocket and produced in bulk so that every crewmember can have his or her own copy. If used as a flyer, attach it to the command's POD a few days before the port visit.

The Port Guide should include, but is not limited to, the following:

- Local currency conversion rate

- Easy-to-read map of the city and/or area

- Restricted or off limits areas (outline on map)

- Local customs

- American customs that may cause offense to locals

- Local sightseeing attractions, monuments and points of interest (outline on map, if possible)

- Brief history of city or area

- List of USO-sponsored tours and costs

- Good buys / Bad buys

- Local transportation and shuttle boat schedules

- Phone numbers for local shore patrol / beach guard

- Local food specialties

- A few key phrases in the local language

- Current U.S. embassy / State Department alerts

Plan your port visit file well in advance of deployment. Potential sources for information include:

- Your command intelligence officer
- Your TYCOM public affairs office
- PAOs of other battle group or ships Encyclopedia
- Local USO
- Local U.S. embassy
- Local travel/tour companies Internet

Be sure to check with Public Affairs Officers at intended ports, as well as with PAOs of battle groups or other deployed units that have recently visited the ports on your deployment schedule. If possible, obtain a current "video port guide" for your destination that can be shown to the entire crew on shipboard SITE systems before dropping anchor.

INPORT TOURS. Inport tours aboard U.S. Navy ships help to "show the Flag," and are a key recruiting tool. There are two primary tours for the general public: general visiting, and visit ship tours. Visit ship tours usually occur away from the ship's homeport and involve thousands of visitors over a short time, e.g., a weekend. Such large numbers of people may necessitate a simplified tour route.

SHIP VISITS and TOURS TIPS:

- Enlist the cooperation of some of the ship's departments to create display stations to be presented by someone in the department.

- Draft a tour notice indicating specific areas of responsibility and the tour route.

- For legal reasons, ensure that the visit ship tour is never referred to as an "open house."

See also the Community Relations chapter for details on arranging ship tours.

SHIP NEWSPAPERS

Ship newspapers are important information and morale tools. While at sea the ship's newspaper is the primary way for the crew to learn about not only command, but also world and U.S. events. Normally, a ship newspaper is produced only when the ship is deployed or underway on local ops for several days. It doesn't have to be fancy, but it must be legible, accurate and available to all crewmembers.

Some things to consider regarding your ship newspaper:

- Your primary audience is the ship's crew; write everything with them in mind.

- The frequency of publication should reflect your resources and level of command activity; for example, you may want to increase frequency when preparing for deployment.

- You don't need to start from scratch; consider existing resources, such as Navy Wire Service and Armed Forces Press Service.

- Talk to other shipboard PAOs; find out what works for them.

NOTE:

See also the Internal Relations chapter (command/base newspapers)

WELCOME ABOARD BROCHURES

A ship or unit welcome aboard brochure familiarizes visitors and guests with the command. Formats vary from black & white single sheet tri-fold brochures to full-color booklets with many pages. Regardless of which format you choose, be sure to have plenty of copies on hand. Consider having it translated before going overseas.

Typically, a Welcome Aboard Brochure includes, but is not limited to, the following:

- Ship's Photo of the ship

- Mission Statement

- Ship's History

- A list of unclassified statistics and facts about the command

The commanding officer's photo and biography are normally included <u>as an insert</u> so it can be easily updated while promoting cost effectiveness.

TRANSLATION SERVICES

The Office of Naval Intelligence (ONI) provides services to translate English-language materials into foreign languages. One of the items you may want to have translated is the command Welcome Aboard brochure.

Translation services are provided "at-cost" to the requesting command. Therefore payment must be made on an invoice/shipping document (Form DD-1149). Only one DD-1149 is required for all languages. Unit OPTAR funds usually cover the cost.

Once ONI receives the written request, it normally takes 8-10 weeks to prepare the translation and return a "camera-ready" reproduction to you. It is the command's responsibility to arrange for printing.

In order to have foreign-language translations prepared in the same format as the English-language version, be sure to send photographs or line drawings of emblems, insignia, coat of arms, etc. with the request. Be sure to include 3 copies of each English-language product for every foreign-language request.

Since ONI charges by word-count, cost for translation varies. Before submitting a translation request, contact ONI directly to obtain a cost quote.

ONI's address and phone number is:

> **Office of Naval Intelligence**
> **National Maritime Intelligence Center**
> **(ONI-22)**
> **4251 Suitland Road**
> **Washington, DC 20395-5720**

Phone:
> **(301) 669-5600 DSN 659-5600**

MUSIC FOR OFFICIAL OCCASIONS

Because of the dictates of tradition, protocol and international/community relations, there are numerous occasions a military command will have a need for music. U.S. Navy bands offer a variety of these services, from audiocassette and audio CD resources to live performances by their talented musicians. For detailed information on Navy bands, contact the CHINFO Music Liaison at (202) 685-6660 / DSN 325.

NAVY BANDS

When your command requires the presence of a live band, be it an official ceremony or a command-hosted special event, there are 14 official Navy bands geographically dispersed throughout the world ready to answer the call. In addition to military ceremonial units, several Navy Bands have specialized musical groups (jazz, choral, country-bluegrass, Top-40 contemporary, etc.).

Navy bands plan their schedules three to four months in advance, so its best to forward your request for services as soon as possible. Since Navy bands usually do not receive funding for travel, requesting commands are responsible for covering per diem and transportation expenses.

PRE-RECORDED CEREMONIAL MUSIC

When the services of a live band aren't available, the U.S. Navy Band in Washington, D.C. can readily provide a ceremonial music CD (limit one per command) titled "Music for Honors and Ceremonies" to your unit. Requests for the CD must be made in writing on command letterhead. Since the product will be mailed, allow time (3-4 weeks) for shipping.

Navy bands in your regional area can also produce a mixed arrangement of ceremonial music for your specialized event. Simply make your request in writing (on command letterhead), noting the musical selections (titles) desired and the order of sequence.

FOREIGN NATIONAL ANTHEMS

During deployment, your ship needs to be prepared to fulfill its diplomatic obligations. Rendering appropriate honors by playing the visit country's national anthem is one of them.

You need to maintain an up-to-date library of anthems appropriate to the countries where your ship plans to make port calls. It's best to check with the department (usually Operations) which maintains the anthem music library to determine if replacement or updated anthems need to be ordered.

In this changing world, it's especially important to verify that past protocol requirements are still current. For example,

in South Africa the ship is required to play two national anthems. For amplified information on updates or changes in requirements, contact the U.S. Navy Band in Washington, D.C.

To order foreign national anthem tapes, send a written request, specifying the country or countries to:

Officer in Charge
U.S. Navy Band
Washington Navy Yard
617 Washington Avenue, S.E.
Washington, DC 20374-5054

Phone: (202) 433-2287 / DSN 288

It's best to order any needed anthems as soon as possible. Since sea-going commands send and receive mail through its FPO address, anticipate mail delay. It may take 4-6 weeks from date you mailed the request to receive the audiocassette tapes (CD's are not available).

If your ship will be in homeport long enough to receive the tape prior to deployment, recommend the Navy Band send it to you at a street address -- this will speed delivery.

For short-fused anthem requests, contact the Navy Band headquarters directly. For rush receipt, commands may either request delivery be made via Federal Express (FEDEX) (requesting commands pay for delivery), or have a command representative travel to D.C. to pick up the tape.

Chapter 11
Reserve Support

In this Chapter:
- **Introduction**
- **Types of Reserve Support**
- **How and Where to Advertise for Reserve Support**
- **Where to Look for Reserve Support**
- **Official Reserve Web Sites**

This chapter prepared by:
JOCS(SW) Gregg L. Snaza & JO1 Diane L. Perry

INTRODUCTION

The Navy journalist rating consists of approximately 850 people, 575 serving on active duty and the remaining 275 serving in the U.S Naval Reserve. Because the number of active duty journalists has declined over the years, there has never been a greater dependency on reserve journalist support.

Compared with other ratings, the journalist rating relies on its reserve contingent approximately 12% more than most other ratings. Typically, reserve components represent 20% of the total end strength of a rating. The reserve journalist population makes up 32%. As the emphasis on public affairs continues to grow, so does the need for more journalists. Because the Navy is not likely to drastically increase the number of active duty journalists, the role reserve journalists play in supporting planned and unplanned public affairs events will continue to grow.

In FY 99, the Navy allocated 335 days of ADT to public affairs. The following year, the number exceeded 800. While that number will not always be that high, that rise is testament to the importance placed upon reserve support.

One of the chief frustrations for both the active duty and reserve journalists has been pairing needs and people. Often events go unsupported or understaffed because the need for reserve support was either not published or published with insufficient notice. This chapter is meant as a resource to help bridge the gap between those needs and the people who are available to assist.

Before an active duty PAO or journalist can look for reserve support, it's important to have a basic understanding of how the reserve force is structured and where the major concentrations of reserve journalists are. It's also important to understand the different types of support available, and who pays for the reserve support.

As with any system, there are easy methods and more complex methods. The more one understands the system, the easier it is to get reserve support. There are many PAOs and senior journalists who have taken the time to figure out just how the system works. Unfortunately, there is no central source of information; this chapter is an attempt to provide that source.

Although many public affairs needs are emergent, reserve support is often a matter of advance planning. Keeping in mind that most reservists have full time jobs, it is necessary to provide as much advance notification as possible whenever you are requesting support. Also, the closer a need is identified to the end of a fiscal year, the less likely there will be reserve journalists available for support.

RESERVE SUPPORT

INACTIVE DUTY TRAINING (IDT)

Inactive duty training is usually referred to as the "one weekend per month" drill requirement. In other branches of service, it's often called "guard duty" or "drill time." Each drilling reservist is required to perform 48 drill periods each FY. A drill period consists of a four-hour block of time.

Each two-day drill weekend will normally consist of four periods, which is considered to be four days for pay purposes. These drill periods are normally performed at either the unit's gaining command or at the nearest Naval Reserve Center.

Journalists have some freedom in determining how they perform their IDTs. Although normally performed over a two-day weekend, there is flexibility to perform more days in a row, i.e. either four or six days. Under normal circumstances, performing multiple periods would be done to support a particular need or event. Journalists can perform these drills in a no-cost situation or on cost orders provided there is funding available. Cost IDTT orders (the second "T" is for travel) can be to any location, provided there is sufficient justification and funding. IDTT funding is provided by the journalist's Naval Reserve Center, not the gaining command or unit.

CHINFO field activities often schedule their journalists to perform many of their drill periods away from the Naval Reserve Center in support of events or public affairs needs by other commands. Having journalists perform IDT days at any command is one of the simplest methods of gaining reserve support.

ANNUAL TRAINING (AT)

Every drilling reservist is required to complete two weeks (normally 12 days, but certain key assignments could be as much as 17 days), Annual Training (AT) in order to receive a satisfactory year. AT is generally scheduled in the first nine months of the fiscal year to allow for IDT rescheduling flexibility.

Where a reservist performs his or her annual training is dependent on the unit assigned. For most journalists assigned to CHINFO field activities, AT can be performed in almost any public affairs office around the world, aboard ships or at temporary offices set up as joint or combined information bureaus. For journalists not assigned to CHINFO field activities, most likely the journalist would perform his or her AT with the unit assigned either in the field during an exercise or at the gaining command. However, if the unit is not performing a group annual training, the journalist would be free to perform AT in the same manner CHINFO field activity journalists would.

While annual training is normally accomplished supporting a public affairs event or need, there are occasions where a journalist would perform their AT in other locations. The most common is for training, such as the Leadership Continuum, or a "C" school should funding be available.

While only one AT is required per year, there have been occasions in the past where more than one AT has been possible – largely dependent on FY funding. It's also possible for an individual to request a waiver to not perform an AT during any particular FY, but that waiver is not likely to be approved unless there are compelling reasons approved by COMNAVRESFOR.

Not performing an AT can adversely affect an individual's performance evaluation, peer standing and retirement point total.

ACTIVE DUTY FOR TRAINING (ADT)

Active Duty for Training is a limited period of active duty for training with an automatic reversion to inactive duty when the specified period for training is completed. Aside from AT, journalists may perform ADT based upon a need by a particular command or unit.

The cost for ADT is incurred by either the gaining command – although the money is initially allocated from the type command or fleet command. The cost can also be incurred by COMNAVRESFOR. Commands authorized ADT days are responsible for locating the reservists to perform those ADT days. ADT can be performed 365 days per year, up to 179 days per set of orders if funds are available.

In large fleet exercises or extended public affairs events, AT and ADT may be combined to afford a journalist a way to support for longer periods of time.

ACTIVE DUTY FOR SPECIAL WORK (ADSW)

Active Duty for Special Work is available worldwide. The ADSW program supports short-term Navy mission requirements for which no permanent duty billet or position is programmed or where active duty personnel with the required skills are unavailable. The program provides the active duty forces with reserve support to facilitate emergent, unplanned and non-recurring, short-term projects that cannot be accomplished with assigned personnel.

Typically, ADSW is from one to 179 days' duration, to include recall and separation of members. Prior to ADSW orders being issued, applicants must meet the requirements of OPNAVINST 1001.20 (series).

Although extremely limited, ADSW opportunities are more frequent for journalists than for most ratings. Because of the inherent nature of public affairs, many of the events that would call for ADSW support are unplanned. There are, however, several planned ADSW opportunities that occur annually, such as support for some recurring fleet exercises.

Opportunities for ADSW are posted several ways, ranging from word of mouth to formal messages sent to all Naval Reserve Centers. The most popular way to locate ADSW opportunities, however, is to visit the COMNAVRESFOR web page and click on the ADSW link under the ***Opportunities*** area. The web page address is: **http://www.navres.navy.mil/navresfor/**

Another method of finding out about ADSW opportunities for journalists is to keep the CHINFO PA Directory up to date. COMNAVRESFOR e-mails opportunities to everyone on the CHINFO e-mail list, which can help guarantee each journalist sees all potential opportunities.

Performing ADSW can be administratively more challenging than any other type of support. Lengthy ADSW periods can include PCS and household goods moves, as well as close scrutiny of medical records and security clearances. Each Naval Reserve Center is tasked with ensuring its personnel are 100% capable of performing all duties associated with an ADSW. A gaining command or type commander usually generates the requirement for ADSW.

The cost for ADSW is incurred by COMNAVPERSCOM-812.

HOW AND WHERE TO ADVERTISE FOR RESERVE SUPPORT (COMNAVRESFOR)

There are several ways to advertise for reserve journalist support. Depending on how many days you would like, and what kind of fiscal restraints you may be under, each type of support (IDT/AT/ADT/ASDW) has a slightly different advertising approach:

IDT

Because journalists perform IDT each month, there is a non-stop availability of people for this type of support, or at least there is non-stop support for an area near a Naval Reserve Center or CHINFO field activity. Outlying activities may have more difficulty obtaining support because of the cost factor. The best way to ensure out-of-area support is to request journalist support early in the fiscal year to ensure the support is properly budgeted for.

The easiest method of obtaining journalists to perform their normal drill weekend in support of an event or unit is to contact the journalist's commanding officer, executive officer or training officer. The unit's leadership should be able to provide someone requesting support information as to journalist availability and what his or her primary skills are. That kind of communication is key to pairing the right person with the right opportunity. Although contacting a journalist directly to ask for support is not in itself a bad idea, it's always a smart move to ensure the unit leadership is made aware of the request.

Requests for IDT support can either be individual or group, depending on the need.

In many instances, entire reserve CHINFO field activities perform IDT in support of events like commissionings, decommissionings and ceremonies. The number of days requested for IDT can be as short as one but is usually not more than six.

AT / ADT

Every drilling reservist has a need to perform two weeks annual training. Reservists may also have the flexibility to perform ADT, depending on their civilian employment situation. Where a reserve journalist drills is largely dependent on the unit assigned, as well as the published opportunities. If a journalist is free to perform his or her drill in support of any legitimate opportunity, he or she is also free to travel to any location in the world to do so.

As with IDT, contacting a unit's leadership is a way to pinpoint a person who has the skills necessary to accomplish a particular need, whether that be video or photographic support, or public affairs planning or management. However, because many active duty personnel are unfamiliar with the reserve structure, or know few reserve public affairs officers or senior journalists, the most frequent advertising network is through COMNAVRESFOR.

To post a requirement for AT in Naval Reservist News, and have the requirement e-mailed to all reserve journalists who have e-mail addresses on file in the CHINFO PA Directory, fax or e-mail the advertisement to:

Mr. Patrick McMeel
Program 35 Manager/Speech Writer
COMNAVRESFOR, New Orleans, La.

Mr. McMeel monitors ADT funds for all public affairs contingencies and has the capability of e-mailing opportunities to all journalists listed in the CHINFO PA Directory. He can be reached by phone at (504) 678-1241 or FAX (504) 678-5049 or by e-mail at:
mcmeel@cnrf.nola.navy.mil.

An attractively written advertisement can gain the attention of many journalists and increase the potential of gaining their support. The requirement will also be published in the monthly magazine Naval Reservist News, which is mailed directly to each of the 87,000 Naval reservists.

To have a requirement for journalist support posted on the COMNAVRESFOR web page contact the following address: **(http://www.navres.navy.mil/navresfor/)** the requirement can also be e-mailed to:
cnrf62a4@cnrf.nola.navy.mil.

To view examples of how advertisements are posted, visit the COMNAVRESFOR web site and click on any of the icons under the *Opportunities* heading.

ADSW

Advertising an ADSW opportunity is very similar to that of an AT or ADT. However, ADSW advertisement should always be coordinated with the activity approving the opportunity, whether that is the type command or fleet command.

WHERE TO LOOK FOR RESERVE SUPPORT

If the shotgun approach to finding a particular reserve journalist is not appealing, a more proactive approach is to try to find the ideal person for the requirement. Depending on your own personal network and knowledge of the reserve structure, this could be a cumbersome method. This chapter is meant to help shed some light on the Naval Reserve Force, how the regions are managed, and where CHINFO field activities are located. Unfortunately, journalists serving in units outside CHINFO are more difficult to contact.

Within the Surface Reserve Force, there are nine regions, formerly known as readiness commands. Within each region, there are CHINFO field activities where journalists are assigned for a variety of support functions. The regions and field activities include the following:

Navy Region Northwest
Everett, WA
(425) 304-3864 /DSN 727-3864
- **NIB 1222, Everett, WA**
- **MOB PA Team, Everett, WA**

Navy Region Southwest
San Diego, CA
(619) 532-4030 or dsn 522
- **MOB PA Team, San Diego**
- **NAVMEDIACEN, San Diego**
- **NAVINFO WEST 119, Encino, CA**

Navy Region MidWest
Chicago, IL
(847) 688-5467 or DSN 792-5467
- **NIB 713, Milwaukee, WI**
- **NIB 813, Selfridge, MI**
- **NIB 113, Great Lakes, IL**
- **NIB 613, Great Lakes, IL**

Navy Region North Central
Denver, CO

- **NIB 1018, Kansas City**
- **NIB 1118, Carson City, CO**

Navy Region South
Dallas, TX
(817) 782-6613 or DSN 739-6613
- **NIB 411, Oklahoma City**
- **NIB 310, Corpus Christi, TX**
- **NIB 111, Fort Worth, TX**

Navy Region Mid-South
Millington, TN
(901) 874-5550 or DSN 882-5550
- **NIB 518, Bridgeton, MO**
- **NIB 916, New Orleans**

Navy Region Northeast
Newport, RI
(401) 841-3981 or DSN 948-3981
- **NIB 101, Quincy, MA**
- **NAVINFO EAST 102, Bronx, NY**

Navy Region Mid-Atlantic
Washington, D.C.
(202) 433-6179 or DSN 288-6719
- **NIB 206, Washington, D.C.**
- **NAVMEDIACEN, Washington, D.C.**
- **MOB PA Team, Norfolk, VA**
- **NAVMEDIACEN FSD, Norfolk, VA**
- **NIB 102, Norfolk, VA**

Navy Region Southeast
Jacksonville, FL
(904) 542-2486 or DSN 942-2486
- **NIB 108, Marietta, GA**
- **MOB PA Team, Jacksonville**

Each Region normally has a billet for a reserve public affairs officer who serves as principal advisor for the commander at each region. Additionally, this PAO provides additional guidance to each CHINFO field activity PAO in his or her region. In many cases, the region office will have an active duty journalist assigned for regional support. No matter what region you are in, initiating a relationship with the region PAO and active duty journalist can help you to locate all sources of journalist support under their cognizance.

A senior reserve public affairs officer (usually an O-6) commands each CHINFO field activity. The names of the people in these billets are published each month (via e-mail) in the CHINFO 165X Community Roster under the header Key Reserve Public Affairs Officers. To locate the e-mail

address or telephone number of any of the PAOs, you have to search the CHINFO PA Directory.

In all, there are approximately 275 journalists in the Naval Reserve, heavily weighted in the E-5 – E-7 categories. Extremely junior and senior journalists are in small numbers. The majority of the reserve journalists serve in the CHINFO field activities listed above. The remainder serve in units that have a billet for a journalist, but the gaining command is not under CHINFO cognizance, such as fleet hospital units and marine expeditionary units.

OFFICIAL NAVAL RESERVE WEB PAGES

COMNAVRESFOR
http://www.navres.navy.mil

NAVAL RESERVIST NEWS
http://www.navres.navy.mil/navresfor/nrn/

NAVAL RESERVE PERSONNEL CENTER
http://www.nrpcweb.nola.navy.mil/index.htm

NAVAL RESERVE RECRUITING COMMAND
http://www.cnrrc.com